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STATE OF NEW JERSEY  
CASINO CONTROL COMMISSION

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PUBLIC MEETING NO. 18-05-09

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Wednesday, May 9, 2018  
Atlantic City Commission Offices  
Joseph P. Lordi Public Meeting Room - First Floor  
Tennessee Avenue and Boardwalk  
Atlantic City, New Jersey 08401  
10:39 a.m. to 3:00 p.m.

Certified Court Reporter: Darlene Sillitoe

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Public Meeting No. 18-05-09 May 9, 2018

1 B E F O R E :

2 CASINO CONTROL COMMISSION:

JAMES T. PLOUSIS, CHAIR

3 SHARON ANNE HARRINGTON, VICE CHAIR

ALISA COOPER, COMMISSIONER

4

PRESENT FOR THE CASINO CONTROL COMMISSION:

5 DARYL W. NANCE, ADMINISTRATIVE ANALYST

DANIEL J. HENEGHAN, PUBLIC INFORMATION OFFICER

6

OFFICE OF THE GENERAL COUNSEL:

7 DIANNA W. FAUNTLEROY, GENERAL COUNSEL/EXECUTIVE  
SECRETARY

8 TERESA M. PIMPINELLI, SENIOR COUNSEL

9

OFFICE OF REGULATORY AFFAIRS:

10 GLENN T. MacFADDEN, SUPERVISOR, LICENSING

11 DIVISION OF GAMING ENFORCEMENT:

MARY JO FLAHERTY, ASSISTANT ATTORNEY GENERAL

12 DEPUTY ATTORNEYS GENERAL:

13 TRACY E. RICHARDSON, DEPUTY ATTORNEY GENERAL

BRIAN C. BISCIEGLIA, DEPUTY ATTORNEY GENERAL

JORDAN HOLLANDER, DEPUTY ATTORNEY GENERAL

14 JOANNE BERMAN, DEPUTY ATTORNEY GENERAL

LAURA PRICE, DEPUTY ATTORNEY GENERAL

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## Public Meeting No. 18-05-09 May 9, 2018

- 1 A P P E A R A N C E S :
- 2 ITEM NO. 11 TERESA M. PIMPINELLI, SENIOR COUNSEL  
3 JORDAN HOLLANDER, DEPUTY ATTORNEY GENERAL  
4 LEVIN, PISETZNER & LEVIN  
5 JOSEPH A. LEVIN, ESQ.  
6 FOR CARMEN MARTINEZ
- 7 ITEM NO. 12 TERESA M. PIMPINELLI, SENIOR COUNSEL  
8 JOANNE BERMAN, DEPUTY ATTORNEY GENERAL  
9 BROWNSTEIN, HYATT, FARBER & SCHRECK  
10 PACIFICO S. AGNELLINI, ESQ.  
11 FOR: CAESARS ENTERTAINMENT CORPORATION
- 12 ITEM NO. 13 TERESA M. PIMPINELLI, SENIOR COUNSEL  
13 JOANNE BERMAN, DEPUTY ATTORNEY GENERAL  
14 BROWNSTEIN, HYATT, FARBER & SCHRECK  
15 PACIFICO S. AGNELLINI, ESQ.  
16 FOR: BALLY'S PARK PLACE, LLC, AND  
17 BOARDWALK REGENCY, LLC
- 18 ITEM NO. 14 TERESA M. PIMPINELLI, SENIOR COUNSEL  
19 TRACY E. RICHARDSON, DEPUTY ATTORNEY  
20 GENERAL  
21 FOX ROTHSCHILD, LLP  
22 C. J. FISHER, ESQ.  
23 FOR: MGM RESORTS INTERNATIONAL
- 24 ITEM NO. 15 DIANA W. FAUNTLEROY, GENERAL COUNSEL  
25 JORDAN HOLLANDER, DEPUTY ATTORNEY GENERAL  
FOX ROTHSCHILD, LLP  
NICHOLAS CASIELLO, JR., ESQ  
FOR: HR ATLANTIC CITY, LLC, AND  
BOARDWALK 1000, LLC
- ITEM NO. 16 DIANA W. FAUNTLEROY, GENERAL COUNSEL  
JORDAN HOLLANDER, DEPUTY ATTORNEY GENERAL  
FOX ROTHSCHILD, LLP  
NICHOLAS CASIELLO, JR., ESQ  
FOR: HR ATLANTIC CITY, LLC, AND  
BOARDWALK 1000, LLC

## Public Meeting No. 18-05-09 May 9, 2018

1 A P P E A R A N C E S CONTINUED:  
2 ITEM NO. 17 DIANA W. FAUNTLEROY, GENERAL COUNSEL  
3 MARY JO FLAHERTY, ASSISTANT ATTORNEY  
4 GENERAL  
5 TRACY E. RICHARDSON, DEPUTY ATTORNEY  
6 GENERAL  
7 JORDAN HOLLANDER, DEPUTY ATTORNEY GENERAL  
8 FOX ROTHSCHILD, LLP  
9 NICHOLAS CASIELLO, JR., ESQ  
10 FOR: HR ATLANTIC CITY, LLC, AND  
11 BOARDWALK 1000, LLC  
12 WINEGARTEN LAW FIRM  
13 GEORGE BROOK, ESQ.  
14 FOR: TRISTATE PARTNERS, INC.  
15  
16 ITEM NO. 18 DIANA W. FAUNTLEROY, GENERAL COUNSEL  
17 LAURA PRICE, DEPUTY ATTORNEY GENERAL  
18 BROWNSTEIN, HYATT, FARBER & SCHRECK  
19 PACIFICO S. AGNELLINI, ESQ.  
20 FOR: GOLDEN NUGGET ATLANTIC CITY, LLC,  
21 AND FERTITTA ENTERTAINMENT, INC.  
22  
23 ITEM NO. 19 JAMES T. PLOUSIS, CHAIRMAN  
24 ROBERT LOOBY, CHAIRMAN, DEPARTMENT OF  
25 NEW JERSEY EMPLOYMENT, HOMELESSNESS AND  
EDUCATION

## Public Meeting No. 18-05-09 May 9, 2018

		AGENDA	
		PUBLIC MEETING NO. 18-05-09	
		May 9, 2018, 10:39 a.m.	
ITEM		PAGE	VOTE
1	1	17	18
2	2		
3	1		
4	2		
5	a)	19	20
6	b)	18	19
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16	h)	20	21
17	i)	20	21
18	j)	20	21
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	h)		
	i)		
	j)		

**Public Meeting No. 18-05-09 May 9, 2018**

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<p>1 CONTINUED AGENDA PUBLIC MEETING NO. 18-05-09 MAY 9, 2018, 10:39 a.m.</p> <p>2 ITEM PAGE VOTE</p> <p>3</p> <p>4 6 k) Suzanne M. Sylvia 25 26</p> <p>5 7 l) Kevin L. Walls</p> <p>6 m) Dinel V. White</p> <p>7 8 Consideration of the lapse of casino key 26 28 employee licenses:</p> <p>8 a) Joseph D. Bowen, Jr.</p> <p>9 b) Richard J. Byrne</p> <p>10 c) Carlos Solorzano</p> <p>11 d) Michael Vitale</p> <p>12 e) Bathsheba Z. Zareno 28 29</p> <p>13 8 Consideration of the initial application of La-Quai McKinnis for a casino key employee license (DKT 18-0003-CK) 30 31</p> <p>14 9 Stipulation of Settlement in the initial application of Swapnil S. Desai for a casino key employee license (DKT 18-0004-CK)</p> <p>15 10 Stipulation of Settlement in the initial 31 32 application of Rockelle D. Grant for a casino key employee license (DKT 18-0006-CK)</p> <p>16 11 Application for suspension in State v. 202 202 Carmen Martinez (DKT 18-0009-RC)</p> <p>17 12 Consideration of the plenary 33 35 qualification of Matthew J. Ferko to serve as a member of the Board of Directors and Audit Committee of Caesars Entertainment Corporation</p> <p>18 13 Consideration of the plenary 36 38 qualification of Melvin Gomez to serve as Vice President Hotel Operations of Bally's Park Place, LLC, and Boardwalk Regency, LLC</p> <p>19 14 Consideration of the plenary 38 41 qualification of Scott L. Howitt to serve as the Senior Vice President and Chief Information Security Officer of MGM Resorts International</p> <p>20 15 Petition of HR Atlantic City, LLC, and 45 Boardwalk 1000, LLC, for the issuance of temporary casino key employee licenses and for permission for the following</p> <p>21</p> <p>22</p> <p>23</p> <p>24</p> <p>25</p>	<p>1 CONTINUED AGENDA PUBLIC MEETING NO. 18-05-09 MAY 9, 2018, 10:39 a.m.</p> <p>2 ITEM PAGE VOTE</p> <p>3 18 Petition of Golden Nugget Atlantic 41 44 City, LLC, and Fertitta Entertainment, Inc., for the issuance of a temporary casino key employee license for DonnaF. Ward and permission for her to assume the duties and exercise the powers of the office of Vice President of Sales, Catering and Convention Services pending plenary qualification (PRN 1238301)</p> <p>4</p> <p>5 19 Resolution of the Casino Control 12 15 Commission acknowledging the American Legion as Co-Sponsor of the Veterans' Casino Career Fair hosted by the Commission on April 19, 2018 Bob Looby, Chairman, 16 Department of New Jersey Employment, Homelessness And Education</p> <p>6</p> <p>7</p> <p>8</p> <p>9</p> <p>10</p> <p>11</p> <p>12</p> <p>13</p> <p>14</p> <p>15</p> <p>16</p> <p>17</p> <p>18</p> <p>19</p> <p>20</p> <p>21</p> <p>22</p> <p>23</p> <p>24</p> <p>25</p>
7	9
<p>1 CONTINUED AGENDA PUBLIC MEETING NO. 18-05-09 MAY 9, 2018, 10:39 a.m.</p> <p>2 ITEM PAGE VOTE</p> <p>3 15 individuals to assume the duties and exercise the powers of their respective position, pending qualification:</p> <p>4 a) Calvin Abercrombie 45 48</p> <p>5 b) Grace Chow 45 48</p> <p>6 c) Bernard Dillon 45 49</p> <p>7 d) Robert Lee 45 50</p> <p>8 e) Todd Moyer 45 51</p> <p>9 f) David Polizi</p> <p>10 16 Consideration of the qualification of the following individuals in connection with the petition of HR Atlantic City, LLC, and Boardwalk 1000, LLC, for the issuance of casino licenses (PRN 1011805)</p> <p>11 a) James F. Allen 51 58</p> <p>12 b) Robert Allen 51 59</p> <p>13 c) Frank E. DiCola, Jr. 51 60</p> <p>14 d) Diane Dixon 51 59</p> <p>15 e) Robert J. Ellis, III 51 61</p> <p>16 f) Robert L. Gips 51 62</p> <p>17 g) Thomas J. Gispanski 51 63</p> <p>18 h) Carla A. Gopher 51 64</p> <p>19 i) Matthew A. Harkness 51 64</p> <p>20 j) Henry W. Hornbostel 51 65</p> <p>21 k) Michael D. Jingoli 51 66</p> <p>22 l) Joseph R. Jingoli, Jr. 51 67</p> <p>23 m) Paul Juliano 51 67</p> <p>24 n) Alexander P. Johns 51 68</p> <p>25 o) Donald Kneisel, II 51 69</p> <p>p) Jon S. Lucas 51 70</p> <p>q) Jack Morris 51 71</p> <p>r) Agnes Billie-Motlow 51 71</p> <p>s) Michael D. Rumbloz 51 72</p> <p>t) Michael Sampson 51 73</p> <p>u) James Shore 51 74</p> <p>v) Joseph Watson 51 75</p> <p>w) Connie Whidden Petition of HR 51 76 Atlantic City, LLC, and Boardwalk 1000, LLC, for the issuance of casino licenses and for various rulings in connection therewith (PRN 1011805)</p> <p>17 James F. Allen, Sworn 91</p> <p>18 Matthew Harkness, Sworn 158</p>	<p>1 E X H I B I T S :</p> <p>2 ITEM NO. 17</p> <p>3 Petition of HR Atlantic City, LLC, and Boardwalk 1000, LLC, for the issuance of casino licenses and for various rulings in connection therewith (PRN 1011805)</p> <p>4</p> <p>5 DIVISION DESCRIPTION ID EVD</p> <p>6 D-1 Atlantic City, LLC, and Boardwalk 1000, X LLC, for the issuance of Casino Licenses and for Various Rulings in Connection Therewith (PRN 1011805)</p> <p>7 Qualifications of Boardwalk 1000, LLC, Hard Rock Tristate AC, LLC, HR Atlantic City Investor, LLC, and HR Atlantic City Lender, LLC, 5-17-18</p> <p>8 40 pages plus Exhibits A through H (REDACTED)</p> <p>9</p> <p>10 D-2 DGE Report to the Casino Control X Commission on the Petition of HR Atlantic City, LLC, and Boardwalk 1000, LLC, for the issuance of Casino licenses and for various rulings in connection therewith (PRN 1011805)</p> <p>11 Qualifications of HR Atlantic City, LLC, 5-16-18</p> <p>12 21 pages plus Exhibits A through G (REDACTED)</p> <p>13</p> <p>14 D-3 DGE Report to the Casino Control X Commission on the Petition of HR Atlantic City, LLC, and Boardwalk 1000, LLC, for the Issuance of Casino Licenses and for Various Rulings in Connection Therewith (PRN 1011805)</p> <p>15 Qualifications of Seminole HR Holdings, LLC, SHRE/SHRI, LLC, and Seminole Hard Rock Entertainment, Inc., 5-16-18, 32 pages plus Exhibits A through D. (REDACTED)</p> <p>16</p> <p>17</p> <p>18</p> <p>19</p> <p>20 D-4 DGE Report to the Casino Control X Commission on the Petition of HR Atlantic City, LLC, and Boardwalk 1000, LLC, for the Issuance of Casino Licenses and for Various Rulings in Connection Therewith (PRN 1011805)</p> <p>21 Qualification of Tristate Partners, LLC, 5-16-18</p> <p>22 7 pages plus Exhibits A through C (REDACTED)</p> <p>23</p> <p>24</p> <p>25</p>

**Public Meeting No. 18-05-09 May 9, 2018**

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<p>1 EXHIBITS CONTINUED:</p> <p>2 DIVISION DESCRIPTION IDEVD</p> <p>3 D-5 DGE Supplemental Report, Petition of X</p> <p>4 HR Atlantic City, LLC, and Boardwalk</p> <p>5 1000, LLC, for the Issuance of Casino</p> <p>6 Licenses and for Various Rulings in</p> <p>7 Connection Therewith (PRN 1011805) Re:</p> <p>8 The Election of Call Rights, 5-2-18</p> <p>9 2 pages</p> <p>10 D-6 DGE Supplemental Report Petition of HR X</p> <p>11 Atlantic City, LLC, and Boardwalk 1000,</p> <p>12 LLC, for the Issuance of Casino</p> <p>13 Licenses and for Various Rulings in</p> <p>14 Connection Therewith (PRN 1011805) Re:</p> <p>15 An amendment to the Operating Agreement</p> <p>16 of Seminole HR Holding, LLC, 5-2-18</p> <p>17 2 pages</p> <p>18 D-7 DGE Director Order Re: Permissible X</p> <p>19 Square Footage in Response to PRN</p> <p>20 1011804</p> <p>21 2 pages</p> <p>22</p> <p>23</p> <p>24</p> <p>25</p> <p>13 PETITIONERS DESCRIPTION</p> <p>14 P-1 Hard Rock Brand Video X</p> <p>15 P-2 Hard Rock Philanthropy Video X</p> <p>16 P-3 to Renderings X</p> <p>17 P-30</p> <p>18</p> <p>19</p> <p>20</p> <p>21</p> <p>22</p> <p>23</p> <p>24</p> <p>25</p>	<p>1 ITEM NO. 19</p> <p>2 (The Flag Salute was recited.)</p> <p>3 MS. FAUNTLEROY: Good morning all.</p> <p>4 When I call your name, please answer for</p> <p>5 the record, please.</p> <p>6 Commissioner Cooper?</p> <p>7 COMMISSIONER COOPER: Present.</p> <p>8 MS. FAUNTLEROY: Vice Chair Harrington?</p> <p>9 VICE CHAIR HARRINGTON: Yes.</p> <p>10 MS. FAUNTLEROY: And Chairman Plousis?</p> <p>11 CHAIR PLOUSIS: Present.</p> <p>12 MS. FAUNTLEROY: Matters discussed in</p> <p>13 closed session this morning included employee</p> <p>14 license matters. And ratification of the</p> <p>15 minutes of the April 11, 2018, closed session.</p> <p>16 With your permission, Mr. Chairman, I'd</p> <p>17 like to call the agenda out of order and call</p> <p>18 order forward Item No. 19, which is the</p> <p>19 Resolution of the Casino Control Commission</p> <p>20 acknowledging the American Legion as Co-Sponsor</p> <p>21 of the Veterans' Casino Career Fair hosted by</p> <p>22 the Commission on April, 19, 2018.</p> <p>23 CHAIR PLOUSIS: Thank you.</p> <p>24 This is Resolution 18-05-09-19. The</p> <p>25 Resolution of the Casino Control Commission</p>
11	13
<p>1 (Public Meeting 18-05-09 was commenced</p> <p>2 at 10:39 a.m.)</p> <p>3 MR. NANCE: Good morning. I'd like to</p> <p>4 read an opening statement:</p> <p>5 This is to advise the general public</p> <p>6 that in compliance with Chapter 231 of the</p> <p>7 public laws of 1975 entitled "Senator Bryon M.</p> <p>8 Baer Open Public Meeting Act," the New Jersey</p> <p>9 Casino Control Commission on December 19th,</p> <p>10 2017, filed with the Secretary of State at the</p> <p>11 State House in Trenton an annual meeting</p> <p>12 schedule. On December 1st, 2017, copies were</p> <p>13 mailed to subscribers.</p> <p>14 Members of the press will be permitted</p> <p>15 to take photographs. We ask that this be done</p> <p>16 in a manner which is not disruptive or</p> <p>17 distracting to the Commission.</p> <p>18 The use of cell phones in the public</p> <p>19 meeting room is prohibited.</p> <p>20 Any member of the public who wish to</p> <p>21 address the Commission will be given the</p> <p>22 opportunity to do so before the Commission</p> <p>23 adjourns for the day.</p> <p>24 Please stand for the Pledge of</p> <p>25 Allegiance.</p>	<p>1 ITEM NO. 19</p> <p>2 acknowledging the American Legion's Co-Sponsor</p> <p>3 of the Veterans Casino Career Fair hosted by</p> <p>4 the Commission on April 19th, 2018.</p> <p>5 Whereas, the American Legion is a</p> <p>6 patriotic veterans organization chartered by</p> <p>7 Congress in 1919 and devoted to mutual</p> <p>8 helpfulness and is the nation's largest wartime</p> <p>9 veterans service organization and;</p> <p>10 Whereas, the American Legion is</p> <p>11 committed to mentoring youth and wholesome</p> <p>12 programs in our community, advocating</p> <p>13 patriotism and honor;</p> <p>14 Whereas, the veterans in New Jersey is</p> <p>15 estimated at over 350,000 and;</p> <p>16 Whereas, the unemployment rate for</p> <p>17 veterans is higher for nonveterans than at both</p> <p>18 the national and state level;</p> <p>19 Whereas, veterans have a unique set of</p> <p>20 skills, have proven their dedication and</p> <p>21 reliability and know how to lead and follow</p> <p>22 direction;</p> <p>23 Whereas, the American Legion partnered</p> <p>24 with the Casino Control Commission last month</p> <p>25 to organize and sponsor a casino career fair to</p>

Public Meeting No. 18-05-09 May 9, 2018

14	<p>1 ITEM NO. 19 2 encourage the gaming industry to "bet on a vet" 3 and; 4 Whereas, approximately 175 veterans and 5 spouses attended the job fair, met with 6 representatives of all the operating casinos 7 and the two proposed facilities pending 8 licensing and met with several service 9 providers who provided additional assistance to 10 veterans and their families; 11 Now, therefore be it revolved that the 12 Casino Control Commission extends its sincere 13 gratitude to the American Legion for the 14 support of the casino career fair and for its 15 tireless efforts to provide assistance to our 16 fellow Americans who served this country in 17 uniform in times of conflict; 18 Be it further resolved that this 19 resolution be placed in the record as a 20 commemoration of their support and 21 appreciation. 22 Mr. Looby? Are you here? 23 MR. LOOBY: Yes, sir. 24 CHAIR PLOUSIS: Oh. Present and 25 accounted for, sir?</p>	16	<p>1 ITEM NO. 19 2 You want to say few words? 3 MR. LOOBY: Yes, please. 4 CHAIR PLOUSIS: The floor is all yours. 5 MR. LOOBY: Yes. Thank you, Mr. 6 Chairman, Commissioners, et cetera. And I'd 7 especially like to thank the Chairman for 8 having all you here just to hear this 9 resolution. You know, thank you very much. 10 (Laughter.) 11 MR. LOOBY: If I can say a couple words, 12 I believe the Chairman -- and he knows this, 13 too -- made the right choice when he came to 14 the American Legion. Because this was our 15 national job fair since 2011. In fact, we had 16 a dedicated longshoremen event just a short 17 time ago where 400 veterans -- yeah -- received 18 jobs. So again, thank you very much. 19 And since I do have the stage, if you 20 would, a couple words about the Chairman. 21 Yeah. Chairman Plousis is not new, you know, 22 to Veterans Affairs. When he was the State 23 Parole Board Chairman, where a lot of you may 24 not know, he approached the then state 25 commander at Christmastime of 2010 and asked if</p>
15	<p>1 ITEM NO. 19 2 Can you come up? And we want to present 3 this to you. 4 Commissioners? 5 MS. FAUNTLEROY: You want to call the 6 vote, Mr. Chairman? 7 CHAIR PLOUSIS: Oh, I'm sorry. Yeah. 8 Roll call, please. 9 MS. FAUNTLEROY: Commissioner Cooper? 10 COMMISSIONER COOPER: Yes. 11 MS. FAUNTLEROY: Vice Chair Harrington? 12 VICE CHAIR HARRINGTON: Yes. 13 MS. FAUNTLEROY: And Chairman Plousis? 14 CHAIR PLOUSIS: Yes. 15 Bob, I didn't see you in front there. 16 I'm sorry. I was looking for you. That's what 17 threw me off. 18 MR. LOOBY: That's why I put the cap on, 19 Mr. Chair. 20 CHAIR PLOUSIS: You're out of uniform 21 there. 22 (Laughter.) 23 (Photographs were taken.) 24 MR. HENEGHAN: All right. 25 CHAIR PLOUSIS: Thank you, there, sir.</p>	17	<p>1 ITEM NO. 1 2 we would be interested in helping, you know, 3 veteran parolees. And not just parolees, since 4 he was the Chairman of a state patrol board, 5 but all veterans. And, of course, the state 6 commander at the time said, naturally. So from 7 then until now, it's been a beautiful, you 8 know, relationship, Mr. Chair. And I'm glad 9 you brought your new team on board, even though 10 I know they were veterans' advocates, you know, 11 from the start. 12 So thank you very much, and I do accept 13 this on behalf of the American Legion. 14 CHAIR PLOUSIS: Thank you, Commander. 15 MR. LOOBY: Thank you all. 16 (Applause and photographs.) 17 MS. FAUNTLEROY: Mr. Chairman, you have 18 the folder? 19 Daryl, the folder. 20 VICE CHAIR HARRINGTON: Folder. 21 MS. FAUNTLEROY: Agenda Item No. 1 for 22 your consideration is the ratification of the 23 minutes of the April 11, 2018, public meeting. 24 CHAIR PLOUSIS: Is there a motion? 25 VICE CHAIR HARRINGTON: I move that we</p>

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18	<p>1 ITEM NO. 2</p> <p>2 ratify the minutes of April 11, 2018.</p> <p>3 CHAIR PLOUSIS: Is there a second?</p> <p>4 COMMISSIONER COOPER: I'll second that.</p> <p>5 CHAIR PLOUSIS: Any discussion?</p> <p>6 (No response.)</p> <p>7 CHAIR PLOUSIS: Hearing none, all in</p> <p>8 favor?</p> <p>9 (Ayes.)</p> <p>10 CHAIR PLOUSIS: Opposed?</p> <p>11 (No response.)</p> <p>12 CHAIR PLOUSIS: Ayes have it.</p> <p>13 MS. FAUNTLEROY: Thank you.</p> <p>14 Item No. 2 are applications for initial</p> <p>15 casino key employee licenses. They are</p> <p>16 identified on the agenda as 2a through c.</p> <p>17 I will call -- with respect to Items B</p> <p>18 and C, there are no objection. Staff has</p> <p>19 reviewed the matter and recommend that those</p> <p>20 licenses be granted.</p> <p>21 CHAIR PLOUSIS: Are there any questions</p> <p>22 regarding either of these matters?</p> <p>23 (No response.)</p> <p>24 CHAIR PLOUSIS: If none, is there a</p> <p>25 motion?</p>	20	<p>1 ITEM NO. 3</p> <p>2 key employee license application of Joseph A.</p> <p>3 Lopresti.</p> <p>4 CHAIR PLOUSIS: Is there a second?</p> <p>5 VICE CHAIR HARRINGTON: Second.</p> <p>6 CHAIR PLOUSIS: Any further discussion?</p> <p>7 (No response.)</p> <p>8 CHAIR PLOUSIS: Hearing none, all in</p> <p>9 favor?</p> <p>10 (Ayes.)</p> <p>11 CHAIR PLOUSIS: Opposed?</p> <p>12 (No response.)</p> <p>13 CHAIR PLOUSIS: Ayes have it.</p> <p>14 MS. FAUNTLEROY: Thank you.</p> <p>15 Item No. 3 are applications for</p> <p>16 resubmitted casino key employee licenses</p> <p>17 identified on the agenda as 3a through o.</p> <p>18 There is an objection has been raised</p> <p>19 with respect to G. So that matter will be</p> <p>20 called separately.</p> <p>21 The remaining items, no objection, and</p> <p>22 we recommend that those resubmissions be</p> <p>23 granted.</p> <p>24 CHAIR PLOUSIS: Are there any questions</p> <p>25 regarding any of these matters?</p>
19	<p>1 ITEM NO. 2</p> <p>2 COMMISSIONER COOPER: Mr. Chairman, I</p> <p>3 move to grant the two initial casino key</p> <p>4 employee licenses.</p> <p>5 CHAIR PLOUSIS: Is there a second?</p> <p>6 VICE CHAIR HARRINGTON: Second.</p> <p>7 CHAIR PLOUSIS: Any other discussion?</p> <p>8 (No response.)</p> <p>9 CHAIR PLOUSIS: Hearing none, all in</p> <p>10 favor?</p> <p>11 (Ayes.)</p> <p>12 CHAIR PLOUSIS: Opposed?</p> <p>13 (No response.)</p> <p>14 CHAIR PLOUSIS: Ayes have it.</p> <p>15 MS. FAUNTLEROY: 2a, Joseph A. Lopresti.</p> <p>16 An objection has been raised by the Division.</p> <p>17 Staff has reviewed that matter and do</p> <p>18 recommend that you refer that to conference,</p> <p>19 please.</p> <p>20 CHAIR PLOUSIS: Are there any questions?</p> <p>21 (No response.)</p> <p>22 CHAIR PLOUSIS: Hearing none, is there a</p> <p>23 motion?</p> <p>24 COMMISSIONER COOPER: Mr. Chairman, I</p> <p>25 move to remand for a hearing the initial casino</p>	21	<p>1 ITEM NO. 3</p> <p>2 (No response.)</p> <p>3 CHAIR PLOUSIS: Hearing none, is there a</p> <p>4 motion?</p> <p>5 VICE CHAIR HARRINGTON: I move that we</p> <p>6 grant the 14 resubmitted casino key employee</p> <p>7 licenses.</p> <p>8 CHAIR PLOUSIS: Is there a second?</p> <p>9 COMMISSIONER COOPER: I'll second that.</p> <p>10 CHAIR PLOUSIS: Any further discussion?</p> <p>11 (No response.)</p> <p>12 CHAIR PLOUSIS: Hearing none, all in</p> <p>13 favor?</p> <p>14 (Ayes.)</p> <p>15 CHAIR PLOUSIS: Opposed?</p> <p>16 (No response.)</p> <p>17 CHAIR PLOUSIS: Ayes have it.</p> <p>18 MS. FAUNTLEROY: Item 3g is John Leach,</p> <p>19 Jr. Again, as noted, an objection has been</p> <p>20 raised. Staff has reviewed it and do recommend</p> <p>21 that you remand that matter.</p> <p>22 CHAIR PLOUSIS: Are there any questions?</p> <p>23 (No response.)</p> <p>24 CHAIR PLOUSIS: Hearing none, is there a</p> <p>25 motion?</p>

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22	24
<p>1 ITEM NO. 4</p> <p>2 VICE CHAIR HARRINGTON: I move that we</p> <p>3 remand for a hearing the resubmitted casino key</p> <p>4 employee license application of John Leach, Jr.</p> <p>5 CHAIR PLOUSIS: Is there a second?</p> <p>6 COMMISSIONER COOPER: I'll second that.</p> <p>7 CHAIR PLOUSIS: Any further discussion?</p> <p>8 (No response.)</p> <p>9 CHAIR PLOUSIS: Hearing none, all in</p> <p>10 favor?</p> <p>11 (Ayes.)</p> <p>12 CHAIR PLOUSIS: Opposed?</p> <p>13 (No response.)</p> <p>14 CHAIR PLOUSIS: Ayes have it.</p> <p>15 MS. FAUNTLEROY: Item No. 4 are</p> <p>16 applications for a casino key employee licenses</p> <p>17 and for qualification.</p> <p>18 The first item, Alan J. Greenstein, has</p> <p>19 been adjourned.</p> <p>20 The second is Domenic R. Palmiere as</p> <p>21 President of Marketing for Tropicana Atlantic</p> <p>22 City Corporation.</p> <p>23 CHAIR PLOUSIS: Are there any questions?</p> <p>24 (No response.)</p> <p>25 CHAIR PLOUSIS: Hearing none, is there a</p>	<p>1 ITEM NO. 5</p> <p>2 Operations for DGMB and Resorts Casino, LLC.</p> <p>3 CHAIR PLOUSIS: Are there any questions?</p> <p>4 VICE CHAIR HARRINGTON: No.</p> <p>5 CHAIR PLOUSIS: Is there a motion?</p> <p>6 COMMISSIONER COOPER: Mr. Chairman, I</p> <p>7 move to grant resubmitted key license and</p> <p>8 qualification.</p> <p>9 CHAIR PLOUSIS: Is there a second?</p> <p>10 VICE CHAIR HARRINGTON: Second.</p> <p>11 CHAIR PLOUSIS: Any discussion?</p> <p>12 (No response.)</p> <p>13 CHAIR PLOUSIS: All in favor?</p> <p>14 MS. FAUNTLEROY: Roll call.</p> <p>15 Commissioner Cooper?</p> <p>16 COMMISSIONER COOPER: Yes.</p> <p>17 MS. FAUNTLEROY: Vice Chair Harrington?</p> <p>18 VICE CHAIR HARRINGTON: Yes.</p> <p>19 MS. FAUNTLEROY: And Chairman Plousis?</p> <p>20 CHAIR PLOUSIS: Yes.</p> <p>21 MS. FAUNTLEROY: Item No. 5 are</p> <p>22 approvals through Delegation of Authority</p> <p>23 between April 9, 2018, and May 7, 2018,</p> <p>24 pursuant to Resolution No. 17-01-11-11C.</p> <p>25 Mr. MacFadden will review those matters</p>
23	25
<p>1 ITEM NO. 4</p> <p>2 motion?</p> <p>3 COMMISSIONER COOPER: Mr. Chairman, I</p> <p>4 move to grant resubmitted key license and</p> <p>5 qualification.</p> <p>6 CHAIR PLOUSIS: Any further discussion?</p> <p>7 (No response.)</p> <p>8 CHAIR PLOUSIS: Hearing none, all in</p> <p>9 favor?</p> <p>10 VICE CHAIR HARRINGTON: Second.</p> <p>11 CHAIR PLOUSIS: Aye.</p> <p>12 Oh, I'm sorry.</p> <p>13 VICE CHAIR HARRINGTON: Second.</p> <p>14 CHAIR PLOUSIS: Opposed?</p> <p>15 (No response.)</p> <p>16 CHAIR PLOUSIS: Ayes have it.</p> <p>17 MS. FAUNTLEROY: A roll call vote.</p> <p>18 Commissioner Cooper?</p> <p>19 COMMISSIONER COOPER: Yes.</p> <p>20 MS. FAUNTLEROY: Vice Chair Harrington?</p> <p>21 VICE CHAIR HARRINGTON: Yes.</p> <p>22 MS. FAUNTLEROY: And Chairman Plousis?</p> <p>23 CHAIR PLOUSIS: Yes.</p> <p>24 MS. FAUNTLEROY: The next item under No.</p> <p>25 4 is Mark J. Sachais as Vice President of Hotel</p>	<p>1 ITEM NO. 6</p> <p>2 with you. However, no action is required at</p> <p>3 this time.</p> <p>4 MR. MacFADDEN: Good morning, Chairman</p> <p>5 and Commission.</p> <p>6 Item 5 consists of five individuals who</p> <p>7 were issued a temporary casino key employee</p> <p>8 license via Delegated Authority subsequent to</p> <p>9 the April 7, 2018, public meeting.</p> <p>10 They are: Dennis C. Deregl, Wayne A.</p> <p>11 Kitachima, Charles Otto, Christine T. Slick,</p> <p>12 and Jonathan H. Yu.</p> <p>13 MS. FAUNTLEROY: Thank you.</p> <p>14 Item No. 6 are requests for inactivation</p> <p>15 of casino key employee licenses. They are</p> <p>16 identified on the agenda as 6a through m.</p> <p>17 Mr. MacFadden will review those matters</p> <p>18 with you.</p> <p>19 MR. MacFADDEN: Thank you.</p> <p>20 Item 6 consists of 13 individuals who,</p> <p>21 in lieu of filing a resubmission application,</p> <p>22 have requested to be placed on the inactive</p> <p>23 list not to exceed five years.</p> <p>24 Staff recommends granting the requested</p> <p>25 relief.</p>

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26	1 ITEM NO. 7 2 CHAIR PLOUSIS: Are there any questions 3 regarding any of these matters? 4 (No response.) 5 CHAIR PLOUSIS: Hearing none, is there a 6 motion? 7 COMMISSIONER COOPER: I move to grant 8 the requested relief and order that the 13 9 casino key employee licenses be inactivated. 10 CHAIR PLOUSIS: Any further discussion? 11 (No response.) 12 VICE CHAIR HARRINGTON: Second. 13 CHAIR PLOUSIS: Is there a second? 14 VICE CHAIR HARRINGTON: Second. 15 CHAIR PLOUSIS: All in favor? 16 (No response.) 17 CHAIR PLOUSIS: All in favor? 18 (Ayes.) 19 CHAIR PLOUSIS: Opposed? 20 (No response.) 21 CHAIR PLOUSIS: Ayes have it. 22 MS. FAUNTLEROY: Item No. 7 for your 23 consideration are the lapsing of certain casino 24 key employee licenses. Again, identified on 25 the agenda as Item 7a through e.	28	1 ITEM NO. 8 2 favor? 3 (Ayes.) 4 CHAIR PLOUSIS: Opposed? 5 (No response.) 6 CHAIR PLOUSIS: Ayes have it. 7 MR. MacFADDEN: Thank you. 8 MS. FAUNTLEROY: Item No. 8. Item No. 8 9 is the initial application of La-Quai McKinnis 10 for a casino key employee license. 11 Senior Counsel Teresa Pimpinelli will 12 present that matter to you. 13 MS. PIMPINELLI: Good morning, Chairman 14 and Commissioners. 15 Mr. McKinnis did not request a hearing 16 or otherwise respond to the Commission's 17 attempts at communication. 18 Jordan Hollander is here on behalf of 19 the Division. 20 MR. HOLLANDER: Good morning, Chairman 21 and Commissioners. Jordan Hollander on behalf 22 of the Division of Gaming Enforcement. 23 The Division also made attempts to reach 24 out to Mr. McKinnis, which were unsuccessful. 25 The Division submitted a letter dated February
27	1 ITEM NO. 7 2 Mr. MacFadden will review those. 3 MR. MacFADDEN: Thank you. 4 Item 7 exists of five individuals whose 5 casino review deadline has passed and have 6 neither filed the resubmission paperwork nor 7 requested to be placed on the inactive list. 8 Those individuals are: Joseph D. Bowen, 9 Jr., Richard J. Byrne, Carlos Solorzano, 10 Michael Vitale, and Bathsheba Z. Zareno. 11 Consequently, staff recommends that the 12 casino key employee license of these five 13 individuals be allowed to lapse. 14 CHAIR PLOUSIS: Are there any questions? 15 VICE CHAIR HARRINGTON: No. 16 CHAIR PLOUSIS: Is there a motion? 17 VICE CHAIR HARRINGTON: Mr. Chairman, I 18 move that we find that the five casino key 19 employee licenses lapsed pursuant to NJAC 20 19:41A-6.1(f) of the regulation. 21 CHAIR PLOUSIS: Is there a second? 22 COMMISSIONER COOPER: I'll second that. 23 CHAIR PLOUSIS: Any further discussion? 24 (No response.) 25 CHAIR PLOUSIS: Hearing none, all in	29	1 ITEM NO. 8 2 8th, 2018, recommending that his initial casino 3 key employee license be denied, and we are 4 requesting that his application be denied. 5 Thank you. 6 CHAIR PLOUSIS: Thank you. 7 Call for a motion? 8 COMMISSIONER COOPER: Mr. Chairman, I 9 move to find La-Quai McKinnis disqualified 10 pursuant to NJSA 5:12-80(b) and (d), NJSA 11 5:12-86(b), and NJSA 5:12-89(b), and also deny 12 his initial application for a casino key 13 employee license. 14 CHAIR PLOUSIS: Is there a second? 15 VICE CHAIR HARRINGTON: I'll second 16 that. 17 CHAIR PLOUSIS: Any further discussion? 18 (No response.) 19 CHAIR PLOUSIS: Hearing none, all in 20 favor, say "aye." 21 (Ayes.) 22 CHAIR PLOUSIS: Opposed? 23 (No response.) 24 CHAIR PLOUSIS: Ayes have it. 25 Thank you.

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<p style="text-align: right;">30</p> <p>1 ITEM NO. 9 2 MS. FAUNTLEROY: Item No. 9 is the 3 stipulation of settlement in the initial 4 application of Svapnil S. Desai for a casino 5 key employee license. 6 Again, Senior Counsel Pimpinelli will 7 review that. 8 MS. PIMPINELLI: Chairman and 9 Commissioners, as Miss Fauntleroy just stated, 10 this is the initial application of Mr. Desai 11 for a casino key employee license. 12 Brian Bisciegia is here on behalf of 13 the Division. 14 MR. BISCIEGLIA: Good morning, Chair, 15 Commissioners. Brian C. Bisciegia, the 16 Division of Gaming Enforcement. 17 The Division has nothing further in this 18 matter and ask that the stipulation be approved 19 as submitted. 20 Thank you. 21 CHAIR PLOUSIS: Thank you. 22 Are there any questions for either 23 counsel? 24 (No response.) 25 CHAIR PLOUSIS: Is there a motion?</p>	<p style="text-align: right;">32</p> <p>1 ITEM NO. 10 2 a stipulation of settlement. 3 Brian Bisciegia is here on behalf of 4 the Division. 5 MR. BISCIEGLIA: And again, the Division 6 has nothing further in this matter and ask that 7 the stipulation be approved as submitted. 8 Thank you. 9 CHAIR PLOUSIS: Thank you. 10 Any questions for counsel? 11 (No response.) 12 CHAIR PLOUSIS: Is there a motion? 13 COMMISSIONER COOPER: Mr. Chairman, I 14 move to approve the stipulation of settlement 15 between the Division and Applicant and grant 16 the initial application of Rockelle D. Grant 17 for a casino key employee license. 18 CHAIR PLOUSIS: Is there a second? 19 VICE CHAIR HARRINGTON: Second that. 20 CHAIR PLOUSIS: Any further discussion? 21 (No response.) 22 CHAIR PLOUSIS: Hearing none, all in 23 favor? 24 (Ayes.) 25 CHAIR PLOUSIS: Opposed?</p>
<p style="text-align: right;">31</p> <p>1 ITEM NO. 10 2 VICE CHAIR HARRINGTON: I move that we 3 approve the stipulation of settlement between 4 the Division and Applicant and grant the 5 initial application of Svapnil S. Desai for a 6 casino key employee license. 7 CHAIR PLOUSIS: Is there a second? 8 COMMISSIONER COOPER: I'll second that. 9 CHAIR PLOUSIS: Any further discussion? 10 (No response.) 11 CHAIR PLOUSIS: Hearing none, all in 12 favor, say "aye." 13 (Ayes.) 14 CHAIR PLOUSIS: Opposed? 15 (No response.) 16 CHAIR PLOUSIS: Ayes have it. 17 MS. FAUNTLEROY: Okay. Item No. 10 is 18 the stipulation of settlement in the initial 19 application of Rockelle D. Grant for a casino 20 key employee license. 21 Again, Senior Counsel Pimpinelli will 22 review that with you. 23 MS. PIMPINELLI: Chairman and 24 Commissioners, another initial application for 25 a casino key employee license which results in</p>	<p style="text-align: right;">33</p> <p>1 ITEM NO. 12 2 (No response.) 3 CHAIR PLOUSIS: Ayes have it. 4 MR. BISCIEGLIA: Thank you. 5 MS. FAUNTLEROY: Okay. Item No. 11. 6 Is Mr. Levin here? Okay. Our office 7 did leave a message -- we left a message with 8 Mr. Levin's office that that matter will be 9 held until the end of the meeting. That is the 10 suspension of Carmen Martinez. 11 Item No. 12 is consideration of the 12 plenary qualification of Matthew J. Ferko to 13 serve as a member of the Board of Directors and 14 Audit Committee of Caesars Entertainment 15 Corporation. 16 Senior Counsel Pimpinelli will discuss 17 that matter with you. 18 MS. PIMPINELLI: Chairman and 19 Commissioners, Mr. Ferko was temporarily 20 qualified as a member of the Board of Directors 21 only on August 9, 2017. 22 A draft resolution was circulated to the 23 parties. 24 Mr. Agnellini is here on behalf of the 25 Petitioners and Joanne Berman on behalf of the</p>

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<p style="text-align: right;">34</p> <p>1 ITEM NO. 12 2 Division. 3 CHAIR PLOUSIS: Counsel? 4 MR. AGNELLINI: Good morning, Mr. 5 Chairman and Commissioners. Pacifico 6 Agnellini, Brownstein, Hyatt, Farber, Schreck, 7 on behalf of Caesars Entertainment Corporation. 8 Before you is the plenary qualification 9 for Mr. Matthew Ferko to serve as a member of 10 the Board of Directors and Audit Committee of 11 Caesars Entertainment Corporation. 12 We have reviewed the proposed resolution 13 and have no objection. 14 And if you have any questions, I'm here. 15 Otherwise, I ask you to approve it. 16 Thank you. 17 MS. BERMAN: Good morning, Chairman and 18 Commissioners. Joanne Berman on behalf of the 19 Division of Gaming Enforcement. 20 We filed a report dated May 1st 21 recommending that Matthew Ferko receive plenary 22 qualification. 23 We also reviewed the draft resolution 24 and find it acceptable. 25 Thank you.</p>	<p style="text-align: right;">36</p> <p>1 ITEM NO. 13 2 CHAIR PLOUSIS: Yes. 3 MS. FAUNTLEROY: Item No. 13 is the 4 consideration of the plenary qualification of 5 Melvin Gomez to serve as Vice President Hotel 6 Operations of Bally's Park Place, LLC, and 7 Boardwalk Regency, LLC. 8 Again, Senior Counsel Pimpinelli will 9 review that. 10 MS. PIMPINELLI: Chairman and 11 Commissioners, Mr. Gomez was granted temporary 12 qualification and key licensure on August 9, 13 2017. 14 A draft resolution has been circulated 15 to the parties. The Division has interposed an 16 objection. 17 Mr. Agnellini is here on behalf of the 18 Petitioners. 19 MR. AGNELLINI: Good morning, Mr. 20 Chairman, members of the Commission. Pacifico 21 Agnellini, Brownstein, Hyatt, Shreck, on behalf 22 of Bally's Park Place, LLC, and Boardwalk 23 Regency, LLC. 24 Before you is the plenary qualification 25 of Melvin Gomez to serve as Vice President</p>
<p style="text-align: right;">35</p> <p>1 ITEM NO. 12 2 CHAIR PLOUSIS: Any questions for 3 counsel? 4 (No response.) 5 CHAIR PLOUSIS: Hearing none, is there a 6 motion? 7 COMMISSIONER COOPER: Mr. Chairman, I 8 move to adopt the draft resolution and find 9 Matthew J. Ferko qualified to serve as a member 10 of the Board of Directors and a member of the 11 Audit Committee for Caesars Entertainment 12 Corporation in accordance with NJSA 13 5:12-85.1(c) and (d), NJSA 5:12-89b(1) and (2), 14 and NJAC 13:69C-2.7. 15 CHAIR PLOUSIS: Is there a second? 16 VICE CHAIR HARRINGTON: I'll second 17 that. 18 CHAIR PLOUSIS: Any further discussion? 19 (No response.) 20 CHAIR PLOUSIS: Hearing none, roll call. 21 MS. FAUNTLEROY: Commissioner Cooper? 22 COMMISSIONER COOPER: Yes. 23 MS. FAUNTLEROY: Vice Chair Harrington? 24 VICE CHAIR HARRINGTON: Yes. 25 MS. FAUNTLEROY: And Chairman Plousis?</p>	<p style="text-align: right;">37</p> <p>1 ITEM NO. 13 2 Hotel Operations of both Bally's Park Place, 3 and Boardwalk Regency. 4 We have reviewed the draft resolution, 5 have no comments. And I'm here for any 6 questions. 7 Thank you. 8 CHAIR PLOUSIS: Thank you. 9 MS. BERMAN: Good morning again, 10 Chairman and Commissioners. Joanne Berman on 11 behalf of the Division of Gaming Enforcement. 12 We filed a report recommending key 13 licensure and qualification of Melvin Gomez on 14 April 12th. 15 We also reviewed the draft resolution 16 and have no objections as to substance. 17 There's some minor form changes we might make, 18 but there's no real objection. 19 Thank you. 20 CHAIR PLOUSIS: Any questions for 21 counsel? 22 (No response.) 23 CHAIR PLOUSIS: Hearing none, is there a 24 motion? 25 VICE CHAIR HARRINGTON: Mr. Chairman, I</p>

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38	<p>1 ITEM NO. 14</p> <p>2 move that we adopt the draft resolution and</p> <p>3 find Melvin Gomez qualified to serve as Vice</p> <p>4 President Hotel Operations for Bally's Park</p> <p>5 Place, LLC, and Boardwalk Regency, LLC, in</p> <p>6 accordance with NJSA 5:12-85.1(c) and (d), NJSA</p> <p>7 5:12-89b(1) and (2), and NJAC 13:69C-2.7.</p> <p>8 CHAIR PLOUSIS: Is there a second?</p> <p>9 COMMISSIONER COOPER: I'll second that.</p> <p>10 CHAIR PLOUSIS: Any further discussion?</p> <p>11 (No response.)</p> <p>12 CHAIR PLOUSIS: Hearing none, roll call?</p> <p>13 MS. FAUNTLEROY: One second.</p> <p>14 (Conferring.)</p> <p>15 MS. FAUNTLEROY: Commissioner Cooper?</p> <p>16 COMMISSIONER COOPER: Yes.</p> <p>17 MS. FAUNTLEROY: Vice Chair Harrington?</p> <p>18 VICE CHAIR HARRINGTON: Yes.</p> <p>19 MS. FAUNTLEROY: And Chairman Plousis?</p> <p>20 CHAIR PLOUSIS: Yes.</p> <p>21 MR. AGNELLINI: Thank you.</p> <p>22 MS. BERMAN: Thank you.</p> <p>23 CHAIR PLOUSIS: Thank you.</p> <p>24 MS. FAUNTLEROY: Item No. 14 is the</p> <p>25 consideration of the plenary qualification of</p>	40	<p>1 ITEM NO. 14</p> <p>2 I have no objection.</p> <p>3 Thank you.</p> <p>4 MS. RICHARDSON: Good morning, Chairman</p> <p>5 and Commissioners. Tracy Richardson for the</p> <p>6 Division of Gaming Enforcement.</p> <p>7 You have our report recommending the</p> <p>8 plenary qualification of Mr. Howitt.</p> <p>9 We've also reviewed the draft resolution</p> <p>10 and have no objections.</p> <p>11 Thank you.</p> <p>12 CHAIR PLOUSIS: Thank you.</p> <p>13 Are there any questions for counsel?</p> <p>14 (No response.)</p> <p>15 CHAIR PLOUSIS: Hearing none, is there a</p> <p>16 motion?</p> <p>17 COMMISSIONER COOPER: Mr. Chairman, I</p> <p>18 move to adopt the draft resolution and find</p> <p>19 Scott L. Howitt qualified to serve as Senior</p> <p>20 Vice President and Chief Information Security</p> <p>21 Officer for MGM Resorts International in</p> <p>22 accordance with NJSA 5:12-85.1(c) and (d), NJSA</p> <p>23 5:12-89b(1) and (2), and NJAC 13:69C-2.7.</p> <p>24 CHAIR PLOUSIS: Is there a second?</p> <p>25 VICE CHAIR HARRINGTON: I'll second</p>
39	<p>1 ITEM NO. 14</p> <p>2 Scott L. Howitt to serve as the Senior Vice</p> <p>3 President and Chief Information Security</p> <p>4 Officer of MGM Resorts International.</p> <p>5 Again, Senior Counsel Pimpinelli will</p> <p>6 review that with you.</p> <p>7 MS. PIMPINELLI: Chairman and</p> <p>8 Commissioners, Mr. Howitt was temporarily</p> <p>9 qualified on September 13th of 2017.</p> <p>10 A draft resolution was circulated to the</p> <p>11 parties.</p> <p>12 C. J. Fisher is here on behalf of the</p> <p>13 Petitioners and Tracy Richardson on behalf of</p> <p>14 the Division.</p> <p>15 CHAIR PLOUSIS: Thank you.</p> <p>16 Counsel?</p> <p>17 MR. FISHER: Good morning, Chairman,</p> <p>18 members of the Commission. C. J. Fisher from</p> <p>19 Fox Rothschild on behalf of MGM Resorts</p> <p>20 International and Mr. Howitt.</p> <p>21 Before you is the consideration of the</p> <p>22 plenary qualification of Mr. Howitt to serve as</p> <p>23 Senior Vice President and Chief Information</p> <p>24 Security Officer of MGM.</p> <p>25 I've reviewed the draft resolution, and</p>	41	<p>1 ITEM NO. 18</p> <p>2 that.</p> <p>3 CHAIR PLOUSIS: Any further discussion?</p> <p>4 (No response.)</p> <p>5 CHAIR PLOUSIS: Hearing none, roll call</p> <p>6 vote?</p> <p>7 MS. FAUNTLEROY: Commissioner Cooper?</p> <p>8 COMMISSIONER COOPER: Yes.</p> <p>9 MS. FAUNTLEROY: Vice Chair Harrington?</p> <p>10 VICE CHAIR HARRINGTON: Yes.</p> <p>11 MS. FAUNTLEROY: And Chairman Plousis?</p> <p>12 CHAIR PLOUSIS: Yes.</p> <p>13 MR. FISHER: Thank you.</p> <p>14 CHAIR PLOUSIS: Thank you.</p> <p>15 MS. FAUNTLEROY: Thank you.</p> <p>16 And with your permission, Mr. Chairman,</p> <p>17 we'll call out of order, Item No. 18, Petition</p> <p>18 of Golden Nugget Atlantic City, LLC, and</p> <p>19 Fertitta Entertainment, Inc., for the issuance</p> <p>20 of a temporary casino key employee license for</p> <p>21 Donna F. Ward and permission for her to assume</p> <p>22 the duties and exercise the powers of the</p> <p>23 office of Vice President of Sales, Catering and</p> <p>24 Convention Services pending her plenary</p> <p>25 qualification.</p>

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<p>1 ITEM NO. 18</p> <p>2 By way of Petition filed on May 2, 2018,</p> <p>3 Mr. Chairman and Commissioners, a request was</p> <p>4 made by Petitioners for that temporary</p> <p>5 qualification of Miss Ward by virtue of her</p> <p>6 position.</p> <p>7 The staff did receive a response from</p> <p>8 the Division. They are here this afternoon to</p> <p>9 speak directly to you with regard to that.</p> <p>10 And a draft resolution was circulated.</p> <p>11 (Conferring.)</p> <p>12 MS. FAUNTLEROY: I was just advised by</p> <p>13 Counsel that there was a typo in the Petition.</p> <p>14 Her title is strictly "Vice President of</p> <p>15 Sales."</p> <p>16 MR. AGNELLINI: Good morning, Mr.</p> <p>17 Chairman, members of the Commission. Pacifico</p> <p>18 Agnellini, Brownstein, Hyatt, Farber, Schreck,</p> <p>19 on behalf of the Golden Nugget Atlantic City,</p> <p>20 LLC.</p> <p>21 Before you today is a petition</p> <p>22 requesting the issuance of a temporary</p> <p>23 qualification and the issuance of a temporary</p> <p>24 key license to Donna Ward so that she may</p> <p>25 assume the duties and exercise the powers of</p>	<p>1 ITEM NO. 18</p> <p>2 CHAIR PLOUSIS: Are there any questions</p> <p>3 for counsel?</p> <p>4 VICE CHAIR HARRINGTON: No.</p> <p>5 CHAIR PLOUSIS: Hearing none, is there a</p> <p>6 motion?</p> <p>7 COMMISSIONER COOPER: Mr. Chairman, I</p> <p>8 move to approve the Petition and issue a</p> <p>9 temporary casino key employee license to Donna</p> <p>10 F. Ward, pursuant to NJSA 5:12-89(e) and permit</p> <p>11 her to assume the duties and exercise the</p> <p>12 powers of Vice President of Sales for Golden</p> <p>13 Nugget Atlantic City, LLC, pending plenary</p> <p>14 qualification in accordance with the conditions</p> <p>15 contained in NJSA 5:12-85.1(c), NJSA</p> <p>16 5:12-89b(1) and (2), and NJAC 13:69C-2.7(c) and</p> <p>17 (d).</p> <p>18 CHAIR PLOUSIS: Is there a second?</p> <p>19 VICE CHAIR HARRINGTON: I'll second</p> <p>20 that.</p> <p>21 CHAIR PLOUSIS: Any further discussion?</p> <p>22 (No response.)</p> <p>23 CHAIR PLOUSIS: Roll call?</p> <p>24 MS. FAUNTLEROY: Commissioner Cooper?</p> <p>25 COMMISSIONER COOPER: Yes.</p>
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<p>1 ITEM NO. 18</p> <p>2 the office of Vice President of Sales.</p> <p>3 I apologize for the typo. That was part</p> <p>4 of an old title that had that "Catering and</p> <p>5 Convention Services" in it. So the title is</p> <p>6 "Vice President of Sales."</p> <p>7 We have reviewed the Division report and</p> <p>8 the proposed resolution. We have no objection.</p> <p>9 If you have any questions, I'm here, and</p> <p>10 I would ask you to issue that approval.</p> <p>11 Thank you.</p> <p>12 CHAIR PLOUSIS: Okay.</p> <p>13 MS. PRICE: Good morning, Commissioners</p> <p>14 and members of the Commission. I am Laura</p> <p>15 Price on behalf of the Division of Gaming</p> <p>16 Enforcement.</p> <p>17 The Division has recommended that Miss</p> <p>18 Ward be issued temporary casino key employee</p> <p>19 license and be found temporarily qualified to</p> <p>20 serve as Vice President of Sales.</p> <p>21 The Division has reviewed the draft</p> <p>22 resolution and has no objections to it other</p> <p>23 than, I suppose, her title will be changed in</p> <p>24 that.</p> <p>25 Thank you.</p>	<p>1 ITEM NO. 15</p> <p>2 MS. FAUNTLEROY: Vice Chair Harrington?</p> <p>3 VICE CHAIR HARRINGTON: Yes.</p> <p>4 MS. FAUNTLEROY: And Chairman Plousis?</p> <p>5 CHAIR PLOUSIS: Yes.</p> <p>6 MR. AGNELLINI: Thank you.</p> <p>7 MS. FAUNTLEROY: (Conferring.)</p> <p>8 Item No. 15 is the Petition of HR</p> <p>9 Atlantic City, LLC, and Boardwalk 1000, LLC,</p> <p>10 for the issuance of temporary casino key</p> <p>11 employee licenses and for permission for the</p> <p>12 following individuals to assume the duties and</p> <p>13 exercise the powers of their respective</p> <p>14 positions pending qualification.</p> <p>15 Those individuals are identified on the</p> <p>16 agenda as 15a through f. However, they will be</p> <p>17 called individually with respect to your vote</p> <p>18 for purposes of roll call.</p> <p>19 MR. CASIELLO: Good morning.</p> <p>20 MS. FAUNTLEROY: Counsel is here.</p> <p>21 MR. CASIELLO: Almost forgot.</p> <p>22 MS. FAUNTLEROY: Right.</p> <p>23 MR. CASIELLO: Good morning, Mr.</p> <p>24 Chairman and Commissioners. Nick Casiello of</p> <p>25 the law firm of Fox Rothschild on behalf of</p>

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46	<p>1 ITEM NO. 15</p> <p>2 Joint Petitioners, HR Atlantic City, LLC, and</p> <p>3 Boardwalk 1000, LLC.</p> <p>4 This is a petition for the issuance of</p> <p>5 temporary casino key employee licenses to the</p> <p>6 individuals whose names are listed on the</p> <p>7 agenda. All of those individuals have filed</p> <p>8 the requisite disclosure forms and otherwise</p> <p>9 complied with NJAC 19:41A-5.3. Under that</p> <p>10 regulation, they may serve for up to nine</p> <p>11 months without being fully licensed.</p> <p>12 With respect to Cal Abercrombie and Dave</p> <p>13 Polizzi, we were also asking that they be</p> <p>14 issued multi-casino endorsements pursuant to</p> <p>15 NJAC 19:41A-5.4.</p> <p>16 Thank you.</p> <p>17 MR. HOLLANDER: Mr. Chairman and</p> <p>18 Commissioners, Jordan Hollander on behalf of</p> <p>19 the Division of Gaming Enforcement.</p> <p>20 As set forth in the Division's report on</p> <p>21 this petition, the Division interposes no</p> <p>22 objections to the temporary -- issuance of a</p> <p>23 temporary casino key employee license and</p> <p>24 permission for the individuals listed in Item</p> <p>25 15 to assume the duties and exercise the powers</p>	48	<p>1 ITEM NO. 15</p> <p>2 MS. FAUNTLEROY: With multi-casino</p> <p>3 endorsement.</p> <p>4 VICE CHAIR HARRINGTON: With</p> <p>5 multi-casino endorsement.</p> <p>6 CHAIR PLOUSIS: Is there a second?</p> <p>7 COMMISSIONER COOPER: I'll second that.</p> <p>8 CHAIR PLOUSIS: Any further discussion?</p> <p>9 (No response.)</p> <p>10 CHAIR PLOUSIS: Hearing none, roll call.</p> <p>11 MS. FAUNTLEROY: Commissioner Cooper?</p> <p>12 COMMISSIONER COOPER: Yes.</p> <p>13 MS. FAUNTLEROY: Vice Chair Harrington?</p> <p>14 VICE CHAIR HARRINGTON: Yes.</p> <p>15 MS. FAUNTLEROY: And Chairman Plousis?</p> <p>16 CHAIR PLOUSIS: Yes.</p> <p>17 MS. FAUNTLEROY: Grace Chow, Vice</p> <p>18 President of Food and Beverage.</p> <p>19 CHAIR PLOUSIS: Is there a second?</p> <p>20 VICE CHAIR HARRINGTON: Second.</p> <p>21 COMMISSIONER COOPER: I'll second that.</p> <p>22 CHAIR PLOUSIS: Any further discussion?</p> <p>23 (No response.)</p> <p>24 CHAIR PLOUSIS: Roll call vote.</p> <p>25 MS. FAUNTLEROY: Commissioner Cooper?</p>
47	<p>1 ITEM NO. 15</p> <p>2 of their respective positions pending</p> <p>3 qualification.</p> <p>4 And further, the Division would</p> <p>5 interpose no objection to a multi-casino</p> <p>6 endorsement for Mr. Abercrombie and Mr.</p> <p>7 Polizzi.</p> <p>8 Thank you.</p> <p>9 CHAIR PLOUSIS: Any questions for</p> <p>10 counsel?</p> <p>11 (No response.)</p> <p>12 CHAIR PLOUSIS: Hearing none, is there a</p> <p>13 motion?</p> <p>14 VICE CHAIR HARRINGTON: I move that we</p> <p>15 issue temporary casino key employ licenses</p> <p>16 pursuant to NJSA 5:12-89(e) and authorize on a</p> <p>17 temporary basis and prior to plenary</p> <p>18 qualification the following individuals to</p> <p>19 assume the duties and exercise the powers of</p> <p>20 their respective positions for HR Atlantic</p> <p>21 City, LLC, and Boardwalk 1000, in accordance</p> <p>22 with the conditions contained in NJSA</p> <p>23 5:12-85.1(c) and NJAC 13:69C-2.6.</p> <p>24 Calvin Abercrombie, Vice President of</p> <p>25 Security.</p>	49	<p>1 ITEM NO. 15</p> <p>2 COMMISSIONER COOPER: Yes.</p> <p>3 MS. FAUNTLEROY: Vice Chair Harrington?</p> <p>4 VICE CHAIR HARRINGTON: Yes.</p> <p>5 MS. FAUNTLEROY: And Chairman Plousis?</p> <p>6 CHAIR PLOUSIS: Yes.</p> <p>7 MS. FAUNTLEROY: Bernard Dillon, Vice</p> <p>8 President of Purchasing and Retail.</p> <p>9 CHAIR PLOUSIS: Is there a second?</p> <p>10 VICE CHAIR HARRINGTON: Second.</p> <p>11 CHAIR PLOUSIS: Any further discussion?</p> <p>12 (No response.)</p> <p>13 CHAIR PLOUSIS: Roll call.</p> <p>14 MS. FAUNTLEROY: Commissioner Cooper?</p> <p>15 COMMISSIONER COOPER: Yes.</p> <p>16 MS. FAUNTLEROY: Vice Chair Harrington?</p> <p>17 VICE CHAIR HARRINGTON: Yes.</p> <p>18 MS. FAUNTLEROY: And Chairman Plousis?</p> <p>19 CHAIR PLOUSIS: Yes.</p> <p>20 MS. FAUNTLEROY: Robert Lee, Vice</p> <p>21 President of Community Relations and Government</p> <p>22 Affairs.</p> <p>23 CHAIR PLOUSIS: Is there a second?</p> <p>24 VICE CHAIR HARRINGTON: Second.</p> <p>25 CHAIR PLOUSIS: Any further discussion?</p>

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<p style="text-align: right;">50</p> <p>1 ITEM NO. 15 2 (No response.) 3 CHAIR PLOUSIS: Roll call? 4 MS. FAUNTLEROY: Commissioner Cooper? 5 COMMISSIONER COOPER: Yes. 6 MS. FAUNTLEROY: Vice Chair Harrington? 7 VICE CHAIR HARRINGTON: Yes. 8 MS. FAUNTLEROY: And Chairman Plousis? 9 CHAIR PLOUSIS: Yes. 10 MS. FAUNTLEROY: Todd Moyer, Senior Vice 11 President of Marketing. 12 CHAIR PLOUSIS: Is there a second? 13 VICE CHAIR HARRINGTON: Second. 14 CHAIR PLOUSIS: Any further discussion? 15 (No response.) 16 CHAIR PLOUSIS: Hearing none, roll call 17 vote? 18 MS. FAUNTLEROY: Commissioner Cooper? 19 COMMISSIONER COOPER: Yes. 20 MS. FAUNTLEROY: Vice Chair Harrington? 21 VICE CHAIR HARRINGTON: Yes. 22 MS. FAUNTLEROY: And Chairman Plousis? 23 CHAIR PLOUSIS: Yes. 24 MS. FAUNTLEROY: David Polizzi with 25 multi-casino endorsement.</p>	<p style="text-align: right;">52</p> <p>1 ITEM NO. 16 2 Again we will have the same process. We 3 have the same counsel. 4 And at your pleasure. 5 MR. CASIELLO: Thank you. 6 This is -- the matter before you is the 7 plenary qualification of certain individuals. 8 Some of these individuals were qualified by 9 this Commission in 2015 in connection with the 10 Hard Rock Statement of Compliance hearing. 11 Some of the individuals are new to this 12 Commission. Some of the individuals also 13 already have key licenses but need to be 14 qualified in connection with the casino 15 licenses. 16 With respect to two of the individuals, 17 we are also asking that they be issued 18 multi-casino endorsements. They are Don 19 Kneisel and Bob Ellis. 20 Mr. Chairman, I defer to you. If you'd 21 like me to run through the list and identify 22 those individuals who have been before you 23 before or who are new to the Commission, I'll 24 be glad to do that. 25 MS. FAUNTLEROY: I recommend you do that</p>
<p style="text-align: right;">51</p> <p>1 ITEM NO. 16 2 CHAIR PLOUSIS: Is there is a second? 3 MS. FAUNTLEROY: Vice President of 4 Slots. I'm sorry. 5 CHAIR PLOUSIS: Is there a second? 6 VICE CHAIR HARRINGTON: Second. 7 CHAIR PLOUSIS: Any further discussion? 8 (No response.) 9 CHAIR PLOUSIS: Hearing none, roll call 10 vote? 11 MS. FAUNTLEROY: Commissioner Cooper? 12 COMMISSIONER COOPER: Yes. 13 MS. FAUNTLEROY: Vice Chair Harrington? 14 VICE CHAIR HARRINGTON: Yes. 15 MS. FAUNTLEROY: And Chairman Plousis? 16 CHAIR PLOUSIS: Yes. 17 MS. FAUNTLEROY: I never have to do that 18 again. 19 Item No. 16 is the consideration of the 20 qualification of the following individuals in 21 connection with the Petition of HR Atlantic 22 City, LLC, and Boardwalk 1000, LLC, for the 23 issuance of casino licenses. They are 24 identified on your agenda as Items 16a through 25 w.</p>	<p style="text-align: right;">53</p> <p>1 ITEM NO. 16 2 so we can get it on the record, if you don't 3 mind, Mr. Chairman. 4 MR. CASIELLO: Sure. We'll do it in 5 alphabetical order. 6 James F. -- I'm sorry. In the order in 7 which they are listed on the agenda. James F. 8 Allen, as was qualified by this Commission in 9 2015 as part of the Hard Rock Statement of 10 Compliance. 11 Robert Allen already holds a key but, 12 again, must be found qualified in connection 13 with the issuance of the casino licenses. 14 Frank E. DiCola, Jr., is one of the 15 investors in the Boardwalk 1000 entity. He is 16 a member of the Tristate Partners. He is 17 before you for the first time. 18 Diane Dixon currently holds a key, which 19 was issued to her at your last meeting. Diane 20 was in the industry here in Atlantic City years 21 ago, lost her way, came back and -- 22 (Laughter.) 23 VICE CHAIR HARRINGTON: We like that. 24 MR. CASIELLO: We are glad she is back. 25 Bob Ellis is new. This is his first key</p>

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<p style="text-align: right;">54</p> <p>1 ITEM NO. 16 2 qualification. 3 Robert L. Gips is also a member of the 4 Board of Managers of Seminole HR Holdings and 5 was found qualified in 2015. 6 Tom Gispanski is the CFO of HR Holdings, 7 but he is new. He was not here -- he was not 8 with the company in 2015. 9 Carla Gopher qualified in 2015 as a 10 member of the Board of Managers of Seminole HR 11 Holdings. 12 Matt Harkness is the Property President 13 of Boardwalk 1000. He is before you for the 14 first time in a number of years because Matt 15 also used to work in Atlantic City, has now 16 come back. 17 Henry Hornbostel is a member of the 18 Board of Managers of Seminole HR holdings. 19 Henry also worked in the casino industry in 20 Atlantic City back in the day, as they say, 21 probably from the early '80s. Henry has 22 maintained his key employee license all those 23 years. 24 Next we have Michael D. Jingoli, who is 25 new to this Commission. Michael is also a</p>	<p style="text-align: right;">56</p> <p>1 ITEM NO. 16 2 Joseph Watson holds a key. 3 And Connie Whidden was also qualified as 4 a member of the Board of Managers, Seminole HR 5 holdings in 2015. 6 CHAIR PLOUSIS: Thank you. 7 (Conferring.) 8 MR. HOLLANDER: Good morning, Mr. 9 Chairman and Commissioners. Jordan Hollander 10 on behalf of the Division of Gaming 11 Enforcement. 12 As set forth in the Division reports on 13 this petition, for those individuals previously 14 found qualified, the Division -- and as noted 15 by counsel and as set forth in the Petition -- 16 the Division interposes no objection to their 17 continued qualification. 18 Further, as set forth in the Division 19 reports, those individuals who hold a current 20 valid casino key employee license in the state 21 of New Jersey, the Division would interpose no 22 objection to their qualification on that basis. 23 As for the remaining new individuals as 24 identified by counsel, the Division filed 25 individual reports and has no objection to</p>
<p style="text-align: right;">55</p> <p>1 ITEM NO. 16 2 member of Tristate Partners and an investor in 3 Boardwalk 1000. 4 Joseph R. Jingoli, Jr., ditto. He is 5 also an investor in Tristate Partners. 6 Paul Juliano holds a key license. 7 Alexander Johns is also on the Board of 8 Managers of Seminole HR Holdings, but he was 9 not qualified in 2015 because he was not on the 10 board at that time. 11 Don Kneisel is before the Commission, I 12 believe for the first time, and we are seeking 13 a multi-casino endorsement for him. 14 Jon Lucas, who is the COO of some of the 15 Hard Rock entities. He is before you for the 16 first time. 17 Jack Morris is also a member of Tristate 18 Partners and investor in Boardwalk, and he is 19 before you for the first time. 20 Agnes Billie-Motlow, Michael Rumbloz are 21 both members of the Board of Managers of 22 Seminole HR Holdings. They were qualified in 23 2015. 24 Michael Sampson holds a key license. 25 James Shore also qualified in 2015.</p>	<p style="text-align: right;">57</p> <p>1 ITEM NO. 16 2 their qualification. 3 With respect to the multiple -- 4 multi-casino endorsement requests for Mr. Ellis 5 and Mr. Kneisel, the Division would interpose 6 no objection to that request. 7 Thank you. 8 MR. CASIELLO: Mr. Chairman, may I be 9 heard again briefly? 10 CHAIR PLOUSIS: Yes, please. 11 MR. CASIELLO: With respect to Mr. 12 Allen, Mr. Gispanski, and Mr. Lucas, we are 13 also requesting waiver of the residency 14 requirement. All three of these individuals 15 are employed by other Hard Rock entities, not 16 the Atlantic City entity, and their duties 17 require them to reside outside of New Jersey. 18 MR. HOLLANDER: Mr. Chairman and 19 Commissioners, as set forth in the Division's 20 report, the Division would interpose no 21 objection to the waiver of the residency 22 requirements for Messrs. Allen, Gispanski, and 23 Lucas. 24 Thank you. 25 VICE CHAIR HARRINGTON: Thank you.</p>

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<p>1 ITEM NO. 16</p> <p>2 CHAIR PLOUSIS: Any questions for</p> <p>3 counsel?</p> <p>4 VICE CHAIR HARRINGTON: No.</p> <p>5 CHAIR PLOUSIS: Is there a motion?</p> <p>6 COMMISSIONER COOPER: With regard to the</p> <p>7 first name, James Allen, I move to find -- I</p> <p>8 mean, I move to find James F. Allen qualified</p> <p>9 as a key qualifier, having previously been</p> <p>10 found qualified, and grant the Petitioner's</p> <p>11 request to waive the residency required --</p> <p>12 requirement as provided for in NJSA 5:12-89b-4.</p> <p>13 CHAIR PLOUSIS: Is there a second?</p> <p>14 VICE CHAIR HARRINGTON: Second.</p> <p>15 CHAIR PLOUSIS: Any further discussion?</p> <p>16 (No response.)</p> <p>17 CHAIR PLOUSIS: Hearing none, roll call?</p> <p>18 MS. FAUNTLEROY: Commissioner Cooper?</p> <p>19 COMMISSIONER COOPER: Yes.</p> <p>20 MS. FAUNTLEROY: Vice Chair Harrington?</p> <p>21 VICE CHAIR HARRINGTON: Yes.</p> <p>22 MS. FAUNTLEROY: And Chairman Plousis?</p> <p>23 CHAIR PLOUSIS: Yes.</p> <p>24 MS. FAUNTLEROY: Robert Allen, as Vice</p> <p>25 President of Finance for Boardwalk 1000, LLC.</p>	<p>1 ITEM NO. 16</p> <p>2 (No response.)</p> <p>3 CHAIR PLOUSIS: Hearing none, roll call</p> <p>4 vote?</p> <p>5 MS. FAUNTLEROY: Commissioner Cooper?</p> <p>6 COMMISSIONER COOPER: Yes.</p> <p>7 MS. FAUNTLEROY: Vice Chair Harrington?</p> <p>8 VICE CHAIR HARRINGTON: Yes.</p> <p>9 MS. FAUNTLEROY: And Chairman Plousis?</p> <p>10 CHAIR PLOUSIS: Yes.</p> <p>11 MS. FAUNTLEROY: Frank E. DiCola, Jr.,</p> <p>12 Managing Member and President of JJSAC, LLC.</p> <p>13 CHAIR PLOUSIS: Is there a motion?</p> <p>14 COMMISSIONER COOPER: I move to grant</p> <p>15 qualification.</p> <p>16 CHAIR PLOUSIS: Is there a second?</p> <p>17 VICE CHAIR HARRINGTON: Second.</p> <p>18 CHAIR PLOUSIS: Any discussion?</p> <p>19 (No response.)</p> <p>20 CHAIR PLOUSIS: Roll call vote.</p> <p>21 MS. FAUNTLEROY: Commissioner Cooper?</p> <p>22 COMMISSIONER COOPER: Yes.</p> <p>23 MS. FAUNTLEROY: Vice Chair Harrington?</p> <p>24 VICE CHAIR HARRINGTON: Yes.</p> <p>25 MS. FAUNTLEROY: And Chairman Plousis?</p>
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<p>1 ITEM NO. 16</p> <p>2 CHAIR PLOUSIS: Is there a motion?</p> <p>3 COMMISSIONER COOPER: Mr. Chairman, I</p> <p>4 move to grant qualification.</p> <p>5 CHAIR PLOUSIS: Is there is second?</p> <p>6 VICE CHAIR HARRINGTON: Second.</p> <p>7 CHAIR PLOUSIS: Any further discussion?</p> <p>8 (No response.)</p> <p>9 CHAIR PLOUSIS: Hearing none, roll call</p> <p>10 vote?</p> <p>11 MS. FAUNTLEROY: Commissioner Cooper?</p> <p>12 COMMISSIONER COOPER: Yes.</p> <p>13 MS. FAUNTLEROY: Vice Chair Harrington?</p> <p>14 VICE CHAIR HARRINGTON: Yes.</p> <p>15 MS. FAUNTLEROY: And Chairman Plousis?</p> <p>16 CHAIR PLOUSIS: Yes.</p> <p>17 MS. FAUNTLEROY: Diane Dixon, Vice</p> <p>18 President of Purchasing and Retail for</p> <p>19 Boardwalk 1000, LLC.</p> <p>20 CHAIR PLOUSIS: Is there a motion?</p> <p>21 COMMISSIONER COOPER: Mr. Chairman, I</p> <p>22 move to grant qualification.</p> <p>23 CHAIR PLOUSIS: Is there a second?</p> <p>24 VICE CHAIR HARRINGTON: Second.</p> <p>25 CHAIR PLOUSIS: Any further discussion?</p>	<p>1 ITEM NO. 16</p> <p>2 CHAIR PLOUSIS: Yes.</p> <p>3 MS. FAUNTLEROY: Robert J. Ellis, III,</p> <p>4 with multi-casino endorsement, vice President</p> <p>5 of Human Resources and Equal Employment</p> <p>6 Opportunity Officer for Boardwalk 1000, LLC.</p> <p>7 CHAIR PLOUSIS: Is there a motion?</p> <p>8 COMMISSIONER COOPER: I move to grant</p> <p>9 qualification.</p> <p>10 CHAIR PLOUSIS: Is there a second?</p> <p>11 VICE CHAIR HARRINGTON: Second.</p> <p>12 CHAIR PLOUSIS: Any discussion?</p> <p>13 (No response.)</p> <p>14 CHAIR PLOUSIS: Roll call vote?</p> <p>15 MS. FAUNTLEROY: Commissioner Cooper?</p> <p>16 COMMISSIONER COOPER: Yes.</p> <p>17 MS. FAUNTLEROY: Vice Chair Harrington?</p> <p>18 VICE CHAIR HARRINGTON: Yes.</p> <p>19 MS. FAUNTLEROY: And Chairman Plousis?</p> <p>20 CHAIR PLOUSIS: Yes.</p> <p>21 MS. FAUNTLEROY: Robert L. Gips, I won't</p> <p>22 specify -- he's a member of the Board of</p> <p>23 Manager, Holdings, Lender, Audit Committee,</p> <p>24 Compliance Committee, and multi others.</p> <p>25 CHAIR PLOUSIS: Is there a motion?</p>

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<p>1 ITEM NO. 16</p> <p>2 COMMISSIONER COOPER: I move to find</p> <p>3 that Robert L. Gips, having previously been</p> <p>4 found qualified, remains qualified.</p> <p>5 CHAIR PLOUSIS: Is there a second?</p> <p>6 VICE CHAIR HARRINGTON: Second.</p> <p>7 CHAIR PLOUSIS: Is there any discussion?</p> <p>8 (No response.)</p> <p>9 CHAIR PLOUSIS: Hearing none, roll call</p> <p>10 vote?</p> <p>11 MS. FAUNTLEROY: Commissioner Cooper?</p> <p>12 COMMISSIONER COOPER: Yes.</p> <p>13 MS. FAUNTLEROY: Vice Chair Harrington?</p> <p>14 VICE CHAIR HARRINGTON: Yes.</p> <p>15 MS. FAUNTLEROY: And Chairman Plousis?</p> <p>16 CHAIR PLOUSIS: Yes.</p> <p>17 MS. FAUNTLEROY: Thomas J. Gispanski.</p> <p>18 He's CFO and Treasurer of HR Holdings as well</p> <p>19 as of other holding companies of HR Atlantic</p> <p>20 City, Lender, Investor, Seminole Hard Rock</p> <p>21 Entertainment, Inc., and HR Atlantic City, LLC,</p> <p>22 as well.</p> <p>23 CHAIR PLOUSIS: Is there a motion?</p> <p>24 COMMISSIONER COOPER: I move to grant</p> <p>25 key license and qualification and grant the</p>	<p>1 ITEM NO. 16</p> <p>2 CHAIR PLOUSIS: Any discussion?</p> <p>3 (No response.)</p> <p>4 CHAIR PLOUSIS: Roll call vote?</p> <p>5 MS. FAUNTLEROY: Commissioner Cooper?</p> <p>6 COMMISSIONER COOPER: Yes.</p> <p>7 MS. FAUNTLEROY: Vice Chair Harrington?</p> <p>8 VICE CHAIR HARRINGTON: Yes.</p> <p>9 MS. FAUNTLEROY: And Chairman Plousis?</p> <p>10 CHAIR PLOUSIS: Yes.</p> <p>11 MS. FAUNTLEROY: Matthew A. Harkness,</p> <p>12 President and General Manager for Boardwalk</p> <p>13 1000, LLC.</p> <p>14 CHAIR PLOUSIS: Is there a motion?</p> <p>15 COMMISSIONER COOPER: I move to grant</p> <p>16 qualification.</p> <p>17 CHAIR PLOUSIS: Is there a second?</p> <p>18 VICE CHAIR HARRINGTON: Second.</p> <p>19 CHAIR PLOUSIS: Any discussion?</p> <p>20 (No response.)</p> <p>21 CHAIR PLOUSIS: Roll call vote?</p> <p>22 MS. FAUNTLEROY: Commissioner Cooper?</p> <p>23 COMMISSIONER COOPER: Yes.</p> <p>24 MS. FAUNTLEROY: Vice Chair Harrington?</p> <p>25 VICE CHAIR HARRINGTON: Yes.</p>
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<p>1 ITEM NO. 16</p> <p>2 Petitioner's request to waive residency</p> <p>3 requirement as provided for in NJSA 5:12-89b-4.</p> <p>4 CHAIR PLOUSIS: Is there a second?</p> <p>5 VICE CHAIR HARRINGTON: Second.</p> <p>6 CHAIR PLOUSIS: Any further discussion?</p> <p>7 (No response.)</p> <p>8 CHAIR PLOUSIS: Hearing none, roll call</p> <p>9 vote?</p> <p>10 MS. FAUNTLEROY: Commissioner Cooper?</p> <p>11 COMMISSIONER COOPER: Yes.</p> <p>12 MS. FAUNTLEROY: Vice Chair Harrington?</p> <p>13 VICE CHAIR HARRINGTON: Yes.</p> <p>14 MS. FAUNTLEROY: And Chairman Plousis?</p> <p>15 CHAIR PLOUSIS: Yes.</p> <p>16 MS. FAUNTLEROY: Carla S. Gopher. She's</p> <p>17 a member of the Board of Managers of Seminole</p> <p>18 HR Holdings as well as other Hard Rock</p> <p>19 entities.</p> <p>20 CHAIR PLOUSIS: Is there a motion?</p> <p>21 COMMISSIONER COOPER: I move to find</p> <p>22 that Carla S. Gopher, having previously been</p> <p>23 found qualified, remains qualified.</p> <p>24 CHAIR PLOUSIS: Is there a second?</p> <p>25 VICE CHAIR HARRINGTON: Second.</p>	<p>1 ITEM NO. 16</p> <p>2 MS. FAUNTLEROY: And Chairman Plousis?</p> <p>3 CHAIR PLOUSIS: Yes.</p> <p>4 MS. FAUNTLEROY: Henry Hornbostel,</p> <p>5 member of the Board of Managers for Holdings as</p> <p>6 well as other Hard Rock entities, Audit</p> <p>7 Committee, and Compliance Committee Member of</p> <p>8 Boardwalk 1000.</p> <p>9 CHAIR PLOUSIS: Is there is a motion?</p> <p>10 COMMISSIONER COOPER: I move to grant</p> <p>11 qualification.</p> <p>12 CHAIR PLOUSIS: Is there a second?</p> <p>13 VICE CHAIR HARRINGTON: Second.</p> <p>14 CHAIR PLOUSIS: Any further discussion?</p> <p>15 (No response.)</p> <p>16 CHAIR PLOUSIS: Roll call vote?</p> <p>17 MS. FAUNTLEROY: Commissioner Cooper?</p> <p>18 COMMISSIONER COOPER: Yes.</p> <p>19 MS. FAUNTLEROY: Vice Chair Harrington?</p> <p>20 VICE CHAIR HARRINGTON: Yes.</p> <p>21 MS. FAUNTLEROY: And Chairman Plousis?</p> <p>22 CHAIR PLOUSIS: Yes.</p> <p>23 MS. FAUNTLEROY: Michael D. Jingoli,</p> <p>24 Board of Managers, Hard Rock Tristate, Managing</p> <p>25 Member of JJSAC, LLC, CFO, and Managing Member</p>

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<p>1 ITEM NO. 16</p> <p>2 of Tristate Partners, LLC.</p> <p>3 CHAIR PLOUSIS: Is there a motion?</p> <p>4 COMMISSIONER COOPER: I move to grant</p> <p>5 qualification.</p> <p>6 CHAIR PLOUSIS: Is there a second?</p> <p>7 VICE CHAIR HARRINGTON: Second.</p> <p>8 CHAIR PLOUSIS: Any discussion?</p> <p>9 (No response.)</p> <p>10 CHAIR PLOUSIS: Roll call vote?</p> <p>11 MS. FAUNTLEROY: Commissioner Cooper?</p> <p>12 COMMISSIONER COOPER: Yes.</p> <p>13 MS. FAUNTLEROY: Vice Chair Harrington?</p> <p>14 VICE CHAIR HARRINGTON: Yes.</p> <p>15 MS. FAUNTLEROY: And Chairman Plousis?</p> <p>16 CHAIR PLOUSIS: Yes.</p> <p>17 MS. FAUNTLEROY: Joseph R. Jingoli, Jr.,</p> <p>18 Managing Member and CEO, JJSAC, LLC, and</p> <p>19 Managing Member of Tristate Partners, LLC.</p> <p>20 CHAIR PLOUSIS: Is there a motion?</p> <p>21 COMMISSIONER COOPER: I move to grant</p> <p>22 qualification.</p> <p>23 CHAIR PLOUSIS: Is there a second?</p> <p>24 VICE CHAIR HARRINGTON: Second.</p> <p>25 CHAIR PLOUSIS: Any discussion?</p>	<p>1 ITEM NO. 16</p> <p>2 MS. FAUNTLEROY: And Chairman Plousis?</p> <p>3 CHAIR PLOUSIS: Yes.</p> <p>4 MS. FAUNTLEROY: Alexander P. Johns,</p> <p>5 Member of the Board of Managers of Seminole HR</p> <p>6 Holdings, as well as other Hard Rock entities,</p> <p>7 HR Atlantic City, LLC, as well.</p> <p>8 CHAIR PLOUSIS: Is there a motion?</p> <p>9 COMMISSIONER COOPER: I move to grant</p> <p>10 qualification.</p> <p>11 CHAIR PLOUSIS: Is there a second?</p> <p>12 VICE CHAIR HARRINGTON: Second.</p> <p>13 CHAIR PLOUSIS: Any discussion?</p> <p>14 (No response.)</p> <p>15 CHAIR PLOUSIS: Roll call vote.</p> <p>16 MS. FAUNTLEROY: Commissioner Cooper?</p> <p>17 COMMISSIONER COOPER: Yes.</p> <p>18 MS. FAUNTLEROY: Vice Chair Harrington?</p> <p>19 VICE CHAIR HARRINGTON: Yes.</p> <p>20 MS. FAUNTLEROY: And Chairman Plousis?</p> <p>21 CHAIR PLOUSIS: Yes.</p> <p>22 MS. FAUNTLEROY: Donald Kneisel, II,</p> <p>23 Vice President of IT for Boardwalk 1000, LLC,</p> <p>24 with multi-casino endorsement.</p> <p>25 CHAIR PLOUSIS: Is there a motion?</p>
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<p>1 ITEM NO. 16</p> <p>2 (No response.)</p> <p>3 CHAIR PLOUSIS: Hearing none, roll call</p> <p>4 vote?</p> <p>5 MS. FAUNTLEROY: Commissioner Cooper?</p> <p>6 COMMISSIONER COOPER: Yes.</p> <p>7 MS. FAUNTLEROY: Vice Chair Harrington?</p> <p>8 VICE CHAIR HARRINGTON: Yes.</p> <p>9 MS. FAUNTLEROY: And Chairman Plousis?</p> <p>10 CHAIR PLOUSIS: Yes.</p> <p>11 MS. FAUNTLEROY: Paul Juliano as Vice</p> <p>12 President Hotel Operations for Boardwalk 1000,</p> <p>13 LLC.</p> <p>14 CHAIR PLOUSIS: Is there a motion?</p> <p>15 COMMISSIONER COOPER: I move to grant</p> <p>16 qualification.</p> <p>17 CHAIR PLOUSIS: Is there a second?</p> <p>18 VICE CHAIR HARRINGTON: Second.</p> <p>19 CHAIR PLOUSIS: Any discussion?</p> <p>20 (No response.)</p> <p>21 CHAIR PLOUSIS: Roll call vote?</p> <p>22 MS. FAUNTLEROY: Commissioner Cooper?</p> <p>23 COMMISSIONER COOPER: Yes.</p> <p>24 MS. FAUNTLEROY: Vice Chair Harrington?</p> <p>25 VICE CHAIR HARRINGTON: Yes.</p>	<p>1 ITEM NO. 16</p> <p>2 COMMISSIONER COOPER: I move to grant</p> <p>3 qualification.</p> <p>4 CHAIR PLOUSIS: Is there a second?</p> <p>5 VICE CHAIR HARRINGTON: Second.</p> <p>6 CHAIR PLOUSIS: Any discussion?</p> <p>7 (No response.)</p> <p>8 CHAIR PLOUSIS: Roll call vote?</p> <p>9 MS. FAUNTLEROY: Commissioner Cooper?</p> <p>10 COMMISSIONER COOPER: Yes.</p> <p>11 MS. FAUNTLEROY: Vice Chair Harrington?</p> <p>12 VICE CHAIR HARRINGTON: Yes.</p> <p>13 MS. FAUNTLEROY: And Chairman Plousis?</p> <p>14 CHAIR PLOUSIS: Yes.</p> <p>15 MS. FAUNTLEROY: Jon S. Lucas, Chief</p> <p>16 Operating Officer, HR Atlantic City Investor,</p> <p>17 LLC, and HR Atlantic City, LLC, Board of</p> <p>18 Managers, Hard Rock Tristate, LLC, Chief</p> <p>19 Compliance Officer, HR Atlantic City, LLC.</p> <p>20 CHAIR PLOUSIS: Is there a motion?</p> <p>21 COMMISSIONER COOPER: Mr. Chairman, I</p> <p>22 move to grant key license and qualification and</p> <p>23 grant the Petitioner's request to waive the</p> <p>24 residency requirement as provided for in NJSA</p> <p>25 5:12-89b-4.</p>

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<p>1 ITEM NO. 16</p> <p>2 CHAIR PLOUSIS: Is there a second?</p> <p>3 VICE CHAIR HARRINGTON: Second.</p> <p>4 CHAIR PLOUSIS: Any discussion?</p> <p>5 (No response.)</p> <p>6 CHAIR PLOUSIS: Roll call vote?</p> <p>7 MS. FAUNTLEROY: Commissioner Cooper?</p> <p>8 COMMISSIONER COOPER: Yes.</p> <p>9 MS. FAUNTLEROY: Vice Chair Harrington?</p> <p>10 VICE CHAIR HARRINGTON: Yes.</p> <p>11 MS. FAUNTLEROY: And Chairman Plousis?</p> <p>12 CHAIR PLOUSIS: Yes.</p> <p>13 MS. FAUNTLEROY: Jack Morris, Board of</p> <p>14 Managers, Tristate AC, LLC, Managing Member of</p> <p>15 JMCI, Managing Member of Tristate Partners,</p> <p>16 LLC, Manager of Boardwalk 1000, LLC.</p> <p>17 CHAIR PLOUSIS: Is there a motion?</p> <p>18 COMMISSIONER COOPER: Mr. Chairman, I</p> <p>19 move to grant qualification.</p> <p>20 CHAIR PLOUSIS: Is there a second?</p> <p>21 VICE CHAIR HARRINGTON: I'll second</p> <p>22 that.</p> <p>23 CHAIR PLOUSIS: Any discussion?</p> <p>24 (No response.)</p> <p>25 CHAIR PLOUSIS: Roll call vote?</p>	<p>1 ITEM NO. 16</p> <p>2 MS. FAUNTLEROY: And Chairman Plousis?</p> <p>3 CHAIR PLOUSIS: Yes.</p> <p>4 MS. FAUNTLEROY: Michael D. Rumbloz,</p> <p>5 Member of the Board of Managers of Seminole HR</p> <p>6 Holdings, LLC, additional Hard Rock entities,</p> <p>7 as well as an Audit Committee Member and</p> <p>8 Compliance Committee Member of HR Atlantic</p> <p>9 City, LLC, and Boardwalk 1000, LLC.</p> <p>10 CHAIR PLOUSIS: Is there a motion?</p> <p>11 COMMISSIONER COOPER: I find -- excuse</p> <p>12 me. I move to find that Michael D. Rumbloz,</p> <p>13 having previously been found qualified, remains</p> <p>14 qualified.</p> <p>15 CHAIR PLOUSIS: Is there a second?</p> <p>16 VICE CHAIR HARRINGTON: Second.</p> <p>17 CHAIR PLOUSIS: Any discussion?</p> <p>18 (No response.)</p> <p>19 CHAIR PLOUSIS: Roll call vote?</p> <p>20 MS. FAUNTLEROY: Commissioner Cooper?</p> <p>21 COMMISSIONER COOPER: Yes.</p> <p>22 MS. FAUNTLEROY: Vice Chair Harrington?</p> <p>23 VICE CHAIR HARRINGTON: Yes.</p> <p>24 MS. FAUNTLEROY: And Chairman Plousis?</p> <p>25 CHAIR PLOUSIS: Yes.</p>
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<p>1 ITEM NO. 16</p> <p>2 MS. FAUNTLEROY: Commissioner Cooper?</p> <p>3 COMMISSIONER COOPER: Yes.</p> <p>4 MS. FAUNTLEROY: Vice Chair Harrington?</p> <p>5 VICE CHAIR HARRINGTON: Yes.</p> <p>6 MS. FAUNTLEROY: And Chairman Plousis?</p> <p>7 CHAIR PLOUSIS: Yes.</p> <p>8 MS. FAUNTLEROY: Agnes Billie-Motlow,</p> <p>9 Member of Board of Managers of Seminole HR</p> <p>10 Holdings, additional Hard Rock entities, as</p> <p>11 well as the Compliance Committee, Member of HR</p> <p>12 Atlantic City, LLC.</p> <p>13 CHAIR PLOUSIS: Is there a motion?</p> <p>14 COMMISSIONER COOPER: I move to find</p> <p>15 that Agnes Billie-Motlow, having previously</p> <p>16 been found qualified, remains qualified.</p> <p>17 CHAIR PLOUSIS: Is there a second?</p> <p>18 VICE CHAIR HARRINGTON: Second.</p> <p>19 CHAIR PLOUSIS: Any discussion?</p> <p>20 (No response.)</p> <p>21 CHAIR PLOUSIS: Roll call vote?</p> <p>22 MS. FAUNTLEROY: Commissioner Cooper?</p> <p>23 COMMISSIONER COOPER: Yes.</p> <p>24 MS. FAUNTLEROY: Vice Chair Harrington?</p> <p>25 VICE CHAIR HARRINGTON: Yes.</p>	<p>1 ITEM NO. 16</p> <p>2 MS. FAUNTLEROY: Michael Sampson, Vice</p> <p>3 of Player Development for Boardwalk 1000, LLC.</p> <p>4 CHAIR PLOUSIS: Is there a motion?</p> <p>5 COMMISSIONER COOPER: I move to grant</p> <p>6 qualification.</p> <p>7 CHAIR PLOUSIS: Is there a second?</p> <p>8 VICE CHAIR HARRINGTON: Second.</p> <p>9 CHAIR PLOUSIS: Any discussion?</p> <p>10 (No response.)</p> <p>11 CHAIR PLOUSIS: Roll call vote?</p> <p>12 MS. FAUNTLEROY: Commissioner Cooper?</p> <p>13 COMMISSIONER COOPER: Yes.</p> <p>14 MS. FAUNTLEROY: Vice Chair Harrington?</p> <p>15 VICE CHAIR HARRINGTON: Yes.</p> <p>16 MS. FAUNTLEROY: And Chairman Plousis?</p> <p>17 CHAIR PLOUSIS: Yes.</p> <p>18 MS. FAUNTLEROY: Jim Shore, Member of</p> <p>19 the Board of Managers of Seminole HR Holdings,</p> <p>20 LLC, additional Hard Rock entities, as well as</p> <p>21 a Compliance Committee Member of HR Atlantic</p> <p>22 City, LLC.</p> <p>23 CHAIR PLOUSIS: Is there a motion?</p> <p>24 COMMISSIONER COOPER: I move to grant</p> <p>25 qualification.</p>

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<p>1 ITEM NO. 16</p> <p>2 CHAIR PLOUSIS: Is there a second?</p> <p>3 VICE CHAIR HARRINGTON: Second.</p> <p>4 CHAIR PLOUSIS: Any discussion?</p> <p>5 (No response.)</p> <p>6 CHAIR PLOUSIS: Roll call vote?</p> <p>7 MS. FAUNTLEROY: Hold it. Mr. Shore has</p> <p>8 already been qualified.</p> <p>9 COMMISSIONER COOPER: Excuse me. I'm</p> <p>10 sorry.</p> <p>11 MS. FAUNTLEROY: Already been qualified,</p> <p>12 which is fine.</p> <p>13 COMMISSIONER COOPER: Excuse me.</p> <p>14 I move to find that Jim Shore, having</p> <p>15 previously found -- been found qualified,</p> <p>16 remains qualified.</p> <p>17 CHAIR PLOUSIS: Is there is a second?</p> <p>18 VICE CHAIR HARRINGTON: Second.</p> <p>19 CHAIR PLOUSIS: Any discussion?</p> <p>20 (No response.)</p> <p>21 CHAIR PLOUSIS: Roll call vote?</p> <p>22 MS. FAUNTLEROY: Commissioner Cooper?</p> <p>23 COMMISSIONER COOPER: Yes.</p> <p>24 MS. FAUNTLEROY: Vice Chair Harrington?</p> <p>25 VICE CHAIR HARRINGTON: Yes.</p>	<p>1 ITEM NO. 16</p> <p>2 Atlantic City, LLC.</p> <p>3 CHAIR PLOUSIS: Is there a motion?</p> <p>4 COMMISSIONER COOPER: Mr. Chairman, I</p> <p>5 move to find that Connie Whidden, having</p> <p>6 previously been found qualified, remains</p> <p>7 qualified.</p> <p>8 CHAIR PLOUSIS: Is there a second?</p> <p>9 VICE CHAIR HARRINGTON: I'll second</p> <p>10 that.</p> <p>11 CHAIR PLOUSIS: Any discussion?</p> <p>12 (No response.)</p> <p>13 CHAIR PLOUSIS: Hearing none, roll call?</p> <p>14 MS. FAUNTLEROY: Commissioner Cooper?</p> <p>15 COMMISSIONER COOPER: Yes.</p> <p>16 MS. FAUNTLEROY: Vice Chair Harrington?</p> <p>17 VICE CHAIR HARRINGTON: Yes.</p> <p>18 MS. FAUNTLEROY: Chairman Plousis?</p> <p>19 CHAIR PLOUSIS: Yes.</p> <p>20 MS. FAUNTLEROY: We got through it.</p> <p>21 And at your discretion, Mr. Chairman, we</p> <p>22 take a break before we proceed to Item No. 17.</p> <p>23 CHAIR PLOUSIS: We're going to take a</p> <p>24 ten-minute break so we can set up some exhibits</p> <p>25 for the next proceeding. So we'll reconvene in</p>
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<p>1 ITEM NO. 16</p> <p>2 MS. FAUNTLEROY: And Chairman Plousis?</p> <p>3 CHAIR PLOUSIS: Yes.</p> <p>4 MS. FAUNTLEROY: Joseph Watson, Senior</p> <p>5 Vice President of National Marketing for</p> <p>6 Boardwalk 1000, LLC.</p> <p>7 CHAIR PLOUSIS: Is there a motion?</p> <p>8 COMMISSIONER COOPER: I move to grant</p> <p>9 qualification.</p> <p>10 CHAIR PLOUSIS: Is there a second?</p> <p>11 VICE CHAIR HARRINGTON: Second.</p> <p>12 CHAIR PLOUSIS: Any discussion?</p> <p>13 (No response.)</p> <p>14 CHAIR PLOUSIS: Roll call vote?</p> <p>15 MS. FAUNTLEROY: Commissioner Cooper?</p> <p>16 COMMISSIONER COOPER: Yes.</p> <p>17 MS. FAUNTLEROY: Vice Chair Harrington?</p> <p>18 VICE CHAIR HARRINGTON: Yes.</p> <p>19 MS. FAUNTLEROY: And Chairman Plousis?</p> <p>20 CHAIR PLOUSIS: Yes.</p> <p>21 MS. FAUNTLEROY: Thank you.</p> <p>22 Connie Whidden, Member of the Board of</p> <p>23 Managers, Seminole HR Holdings, LLC, as well as</p> <p>24 additional Hard Rock entities. She's also a</p> <p>25 member of the Compliance Committee of HR</p>	<p>1 ITEM NO. 17</p> <p>2 ten minutes. Thank you.</p> <p>3 MR. CASIELLO: Thank you, Mr. Chairman.</p> <p>4 MR. HOLLANDER: Thank you.</p> <p>5 (A recess was taken from 11:30 to 11:48</p> <p>6 a.m.)</p> <p>7 CHAIR PLOUSIS: Thank you.</p> <p>8 We'll reconvene the meeting.</p> <p>9 MS. FAUNTLEROY: Okay. We're almost</p> <p>10 afternoon.</p> <p>11 The next item for your consideration is</p> <p>12 the agenda Item No. 17, which is the Petition</p> <p>13 of HR Atlantic City, LLC, and Boardwalk 1000,</p> <p>14 LLC, for the issuance of casino licenses and</p> <p>15 for various rulings in connection therewith.</p> <p>16 CHAIR PLOUSIS: Thank you.</p> <p>17 Counsels? Can you introduce yourselves</p> <p>18 please?</p> <p>19 MR. CASIELLO: Nicholas Casiello, Marie</p> <p>20 Jones, and C. J. Fisher from the law firm of</p> <p>21 Fox Rothschild, LLP, on behalf of Petitioners,</p> <p>22 HR Atlantic City, LLC, and Boardwalk 1000, LLC.</p> <p>23 MR. BROOK: George Brook of the</p> <p>24 Weingarten Law Firm on behalf of Tristate</p> <p>25 Partners, LLC, and its holding companies and</p>

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<p style="text-align: right;">78</p> <p>1 ITEM NO. 17 2 individual members. 3 MS. FLAHERTY: Yes. Mr. Chairman and 4 Commissioners, Mary Jo Flaherty, Assistant 5 Attorney General, with Deputies Attorney 6 General Tracy Richardson and Jordan Hollander, 7 for the State of New Jersey, Division of Gaming 8 Enforcement. 9 Thank you. 10 CHAIR PLOUSIS: Thank you. 11 Okay. Before the Commission today are 12 the application of Boardwalk 1000 and HR 13 Atlantic City, commonly referred to as the Hard 14 Rock Atlantic City, for the issuance of a 15 casino license -- for the casino licensure 16 under Section 84 of the Act. 17 Hard Rock Atlantic City needs to 18 establish by clear and convincing evidence four 19 essential affirmative criteria: One, good 20 character, honesty, and integrity; two, 21 financial stability, integrity, and 22 responsibility; three, the integrity of its 23 financial sources; and, four, a business 24 ability and casino experience under Section 25 84e.</p>	<p style="text-align: right;">80</p> <p>1 ITEM NO. 17 2 Division of Gaming Enforcement has submitted 3 seven exhibits premarked as D-1 through D-7. 4 D-1 is the DGE Report to the Casino 5 Control Commission on the Petition of Hard Rock 6 Atlantic City, LLC, and Boardwalk 1000, LLC, 7 for issuance of a casino license and for 8 various rulings in connection therewith, 9 Petition No. 1011805 regarding qualification of 10 Boardwalk 1000, LLC, Hard Rock Tristate AC, 11 LLC, Hard Rock Atlantic City Investor, LLC, and 12 Hard Rock Atlantic City Lenders, LLC, dated 13 April 16, 2018, 40 pages, plus Exhibits A 14 through H. 15 D-2 is a Report to the Casino Control 16 Commission on Petition No. 1011805 regarding 17 qualification of HR Atlantic City, LLC, dated 18 April 16, 2018, 21 pages, plus Exhibits A 19 through G. 20 D-3 is the DGE Report to the Casino 21 Control Commission on Petition No. 1011805, 22 regarding qualification of Seminole HR 23 Holdings, LLC, SHRE/SHRI, LLC, and Seminole 24 Hard Rock Entertainment, Inc., dated April 16, 25 2018, 32 pages plus Exhibits A through D.</p>
<p style="text-align: right;">79</p> <p>1 ITEM NO. 17 2 Hard Rock Atlantic City also needs 3 satisfy the Commission that its casino and 4 related facilities are suitable and located so 5 that the casino operations will not be 6 affectively adversely. Additionally under 86 7 of the Act, Hard Rock Atlantic City must 8 establish that it does not suffer from any of 9 the negative disqualification criteria such as 10 a failure to provide required information, 11 conviction of serious crime, or pending 12 criminal charges. 13 Further, Section 134b prohibits the 14 Commission from issuing any license to any 15 applicant that fails to agree to afford equal 16 employment opportunity under an approved 17 affirmative action program. 18 In evaluating the licensing criteria, 19 the Commission will take testimony today and 20 hear the arguments of counsel. 21 Before we begin today, there are a 22 number of exhibits that have been premarked and 23 to which we will now turn. 24 MR. NANCE: Chair, Commissioners, the 25 premarked exhibits are as follows. The</p>	<p style="text-align: right;">81</p> <p>1 ITEM NO. 17 2 D-4 is the DGE Report to the Casino 3 Control Commission on Petition 1011805 4 regarding qualification of Tristate Partners, 5 LLC, dated April 16, 2018, seven pages, plus 6 Exhibits A through C. 7 D-5 is the DGE Supplemental Report on 8 Petition No. 1011805 regarding the Election of 9 Call Rights, dated May 2nd, 2018, two pages. 10 D-6 is DGE Supplemental Report on 11 Petition No. 1011805 regarding an Amendment to 12 the Operating Agreement of Seminole HR 13 Holdings, LLC, dated May 2nd, 2018, two pages. 14 And D-7 is the DGE Directive Order 15 regarding permissible square footage in 16 response to PRN 1011804, two pages. 17 The Petitioner's submitted 30 exhibits 18 premarked as P-1 through P-30. 19 P-1 is Hard Rock Brand video. 20 P-2 is Hard Rock Atlantic City video. 21 And P-3 through P-30 are renderings. 22 These are the exhibits. 23 CHAIR PLOUSIS: Thank you. 24 Is there any sealing requests with 25 respect to any of those exhibits?</p>

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<p style="text-align: right;">82</p> <p>1 ITEM NO. 17 2 MR. CASIELLO: Yes, there are, Mr. 3 Chairman. 4 Petitioners have filed a sealing request 5 with respect to DGE Reports D-1 through D-3, 6 and George Brook on behalf of Tristate 7 Partners, has filed a sealing request with 8 respect to DGE Report that's been premarked as 9 D-4. 10 CHAIR PLOUSIS: Counsel? 11 MS. FLAHERTY: Yes, Chairman, I would 12 move D-1 through 7 into evidence before the 13 Commission. And the Division has been in 14 discussion with both counsel with regard to the 15 sealing of those reports. We've reached 16 agreement as to the sealing requests, and they 17 are appropriately redacted in our view, and 18 those are the motions before you. 19 Thank you. 20 CHAIR PLOUSIS: Is there a motion to 21 grant the sealing request? 22 VICE CHAIR HARRINGTON: So moved. 23 CHAIR PLOUSIS: Is there a second? 24 COMMISSIONER COOPER: I'll second that. 25 CHAIR PLOUSIS: Any further discussion?</p>	<p style="text-align: right;">84</p> <p>1 ITEM NO. 17 2 of Managers of Seminole HR Holdings, and a 3 Member of the Audit Committee of Boardwalk 4 1000. 5 With respect to Tristate Partners, we 6 have the investors in that company all here 7 today. Jack Morris. Joseph Jingoli, Jr. -- no 8 junior. 9 Michael Jingoli. 10 And Frank DiCola, Jr. 11 MR. JINGOLI: His neck. Frank had had 12 recent surgery. 13 MR. CASIELLO: Frank was here earlier. 14 MR. JINGOLI: He was here earlier. He's 15 had neck surgery, and it was time for him to 16 take a break. 17 MR. CASIELLO: With respect to Boardwalk 18 1000, let me start by introducing Matt 19 Harkness, who is the Property President. And 20 if I may, I'd like to allow Mr. Harkness to 21 introduce the local Boardwalk team. 22 MR. HARKNESS: Thank you, Nick. 23 First, we have Todd Moyer, who is a 24 Senior VP of Marketing. Todd, stand up. He is 25 right there.</p>
<p style="text-align: right;">83</p> <p>1 ITEM NO. 17 2 (No response.) 3 CHAIR PLOUSIS: Hearing none, all in 4 favor? 5 (No response.) 6 CHAIR PLOUSIS: Opposed? 7 (No response.) 8 CHAIR PLOUSIS: Ayes have it. 9 Before calling the parties, are there 10 any procedural matters? 11 MR. CASIELLO: None, Mr. Chairman. 12 CHAIR PLOUSIS: None. Okay. 13 Mr. Casiello? The floor is yours. 14 MR. CASIELLO: If I may, Mr. Chairman, 15 Commissioners. I'd like to start by 16 introducing some of the people who are here 17 from Boardwalk, Hard Rock, and Tristate. First 18 of all, we have James F. Allen, who is the 19 President and CEO of Seminole HR Holdings, LLC, 20 and its subsidiaries. 21 We also have here today Jon Lucas, who 22 is COO of Seminole Hard Rock entities. Thank 23 you, Jon. 24 And we're also fortunate enough to have 25 Henry Hornbostel, who is a member of the Board</p>	<p style="text-align: right;">85</p> <p>1 ITEM NO. 17 2 Laurette Pitts is our Senior Vice 3 President of Finance. 4 Cal Abercrombie is our VP of Security. 5 Bob Allen is our VP of Finance. 6 Frank Chesky, Vice President and General 7 Counsel. 8 Grace Chow, Vice President Food and 9 Beverage. 10 Bernie Dillon, Vice President of 11 Entertainment. 12 Diane Dixon, Vice President of 13 Purchasing and Retail. 14 Bob Ellis, Vice President of Human 15 Resources. 16 Herb Gee, Vice President of Table Games. 17 Paul Juliano, Vice President of Hotel 18 Operations. 19 Don Kneisel, Vice President of IT. 20 Rob Lee is Vice President of Community 21 Relations and Governmental Affairs. 22 Dave Polizzi is our Vice President of 23 Slot Operations. 24 And Curtis Lane is our Director of 25 Compliance.</p>

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<p style="text-align: right;">86</p> <p>1 ITEM NO. 17 2 CHAIR PLOUSIS: Thank you. 3 Mr. CASIELLO: Thank you. Almost -- 4 almost ready to say good afternoon. 5 We filed a 24-page Petition which 6 outlines all of the relief we are requesting 7 from the Commission today. 8 The Division has conducted an 9 investigation and issued six reports on matters 10 related to the entities, numerous orders, and 11 numerous reports on individuals. 12 As you noted, Mr. Chairman, the primary 13 criteria for the issuance of a casino license 14 are good character, honesty, integrity and 15 financial stability and integrity and 16 responsibility. Our compliance with those 17 conditions -- those requirements is evidenced 18 by the Division reports. There are also then 19 technical requirements which casino license 20 applicants must satisfy with respect to 21 formation of entities, eligi -- sorry -- 22 eligibility for licensure. And we have 23 complied with all those requirements as well. 24 They also are detailed in the reports and our 25 petition.</p>	<p style="text-align: right;">88</p> <p>1 ITEM NO. 17 2 As indicated by Mr. Casiello and during 3 the course of this morning's proceeding with 4 regard to the qualifiers, this matter began 5 when the Division conducted its investigation 6 of the Hard Rock entities in 2014. That 7 investigation resulted in its January 16, 2015, 8 Statement of Compliance, reports on Hard Rock 9 entities and individuals in another proceeding 10 before this Commission. 11 Hard Rock is a major international 12 organization conducting operations in multiple 13 business segments, including significant gaming 14 activities. In light of the extent of those 15 operations, the current matter has been ongoing 16 for over a year following the March 1st, 2017, 17 purchase and sale agreement for the property 18 which will be the Hard Rock. 19 During that time, the facility has been 20 undergoing a complete renovation. A wide-scale 21 investigation of the overall ownership 22 structure, relevant operations, and controlling 23 persons was warranted, culminating in the 24 submission of the reports before you today. 25 As part of the investigation, the</p>
<p style="text-align: right;">87</p> <p>1 ITEM NO. 17 2 The testimony today will focus on who 3 the applicants are, how they got here, and what 4 they have accomplished since they acquired the 5 former Taj Mahal. 6 Petitioners will have two witnesses 7 testify today. The first is James Allen, who 8 is President and CEO of Hard Rock, and the 9 second is Matt Harkness, who is President of 10 Boardwalk 1000. 11 Mr. Allen will testify about the Hard 12 Rock company, the brand, its history, its 13 growth, and its philanthropic efforts. He will 14 testify about the property that is now known as 15 the Hard Rock Hotel &amp; Casino Atlantic City, 16 never to be referred to by me again as the 17 "former Taj Mahal." 18 And Mr. Harkness will talk about the 19 people who are the core of the company and this 20 property. 21 Thank you, Mr. Chairman and 22 Commissioners. 23 CHAIR PLOUSIS: Okay. 24 MS. FLAHERTY: Good afternoon, Mr. 25 Chairman and Commissioners.</p>	<p style="text-align: right;">89</p> <p>1 ITEM NO. 17 2 Division had reviewed and updated the Hard Rock 3 entities and the corporate chain to the 4 Seminole Holding level, the persons serving on 5 the Boards of Managers and other individual 6 qualifiers, and reported to you that, in our 7 view, they've remained qualified. 8 The investigation of these casino 9 license applicants, however, required much more 10 than those steps, as indicated by Mr. Casiello. 11 It also required investigations of the two 12 casino licensed applicants, Boardwalk 1000 as 13 the casino hotel facility owner and operator, 14 and HR Atlantic City as the manager of that 15 operation. Those investigations related to 16 determining requisite qualifications, but as 17 well to specific mandates of the Casino Control 18 Act pertinent to such applicants. 19 Those areas included designations of 20 entity qualifiers, individual qualifiers, and 21 financial sources, approvals of audit charters, 22 compliance plans, and the composition of both 23 audit and compliance committees, and the equal 24 opportunity business plan of casino license 25 applicants, as well as determinations as to</p>

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<p style="text-align: right;">90</p> <p>1 ITEM NO. 17 2 casino space based on qualifying sleeping 3 units. They have all been carefully vetted and 4 analyzed by the Division and addressed by 5 orders entered by the Division investigator. 6 In conjunction with the Division 7 investigation, the Office of Financial 8 Investigations has completed extensive, 9 historical, financial analyses of the licensees 10 and their qualifying entities, as well as their 11 forecasted performance, which are summarized in 12 our reports. 13 Finally, two new investment groups 14 associated with long-term businesses in New 15 Jersey and headquartered here decided to become 16 involved in this Atlantic City gaming venture. 17 They both applied for qualification and 18 completed the investigative process with the 19 Division. 20 All the matters referred to are the 21 subject of a detailed Division Report set forth 22 on its exhibit list, D-1 through D-7, which 23 have been admitted into evidence in this 24 proceeding. Those reports with their exhibits 25 specify the results of the Division's efforts</p>	<p style="text-align: right;">92</p> <p>1 ALLEN - CASIELLO 2 A. We're happy to answer any questions. 3 Q. Okay. All right. Well, by whom are you 4 employed Mr. Allen? 5 A. I'm employed by Seminole Hard Rock 6 Holdings, LLC, where I am Chairman, CEO, and 7 President, and I'm also employed by Seminole Gaming 8 where I'm Chief Executive Officer. 9 Q. And how long have you been employed by 10 Seminole HR Holdings? 11 A. 2007. 12 Q. And could you briefly explain your 13 employment history in the gaming industry? 14 A. I started my career here in Atlantic 15 City back in December of 1979. So certainly it seems 16 like it was a long time ago. Initially with Bally's 17 Park Place. My first five years were primarily in the 18 food and beverage and procurement departments. I then 19 was hired by the Atlantic City Hilton. Unfortunately 20 for Hilton, they were unable to become licensed, so I 21 ended up being part of the Trump organization from 22 June 1985 until 1993 where I held various positions in 23 hotel operations, food and beverage and nongaming 24 areas. 25 From there I went to work for Chris</p>
<p style="text-align: right;">91</p> <p>1 ALLEN - CASIELLO 2 and provide its analysis. Further, reports 3 regarding individual qualifiers listed on 4 today's agenda have been provided and resulted 5 in your qualification of those individuals. 6 With that introduction, the Division is 7 prepared to proceed to address the testimony at 8 today's hearing. 9 Thank you very much. 10 CHAIR PLOUSIS: Thank you. 11 MR. CASIELLO: May I call Mr. Allen to 12 the stand, please? 13 CHAIR PLOUSIS: Yes. 14 Mr. Nance, will you swear in Mr. Allen? 15 J A M E S F . A L L E N , having been first duly 16 sworn, testified as follows: 17 MR. NANCE: Please state your name for 18 the record. 19 MR. ALLEN: James Francis Allen. 20 MR. NANCE: Thank you. 21 DIRECT EXAMINATION BY MR. CASIELLO: 22 Q. The good news is we did this three years 23 ago. We're not going to have to do it in another 24 three years. Okay? 25 (Laughter.)</p>	<p style="text-align: right;">93</p> <p>1 ALLEN - CASIELLO 2 Hemmeter, a developer, that also involved in 3 hospitality both in Hawaii, Colorado, and New Orleans 4 where I was Senior Vice President of Operations and 5 general managers of the four of their casinos. 6 After that, I went to work for Sun 7 International where we were the manager and partner of 8 a casino in Connecticut called Mohegan Sun. But we 9 created that particular property from the ground up. 10 At that point I was promoted worldwide to Senior Vice 11 President for Sun International, which included the 12 Atlantis in Paradise Island and other hospitality 13 resorts on a global basis. 14 I left there in December of 2000, I 15 guess it was when I sat down with Sol. And then came 16 to work for the Cordish Company where we were the 17 developers of the Hard Rock in Tampa and in Hollywood. 18 Part of that transaction was for me to eventually 19 become the COE of the company, which I announced in 20 2002. 21 Oh, sorry, Nick. 22 Q. That's okay. So you can't keep a job. 23 Is that it? 24 A. I -- I -- actually for the industry, 25 that's pretty stable all things considered.</p>

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<p style="text-align: right;">94</p> <p>1 ALLEN - CASIELLO 2 (Laughter.) 3 Q. Okay. How did you become Chairman of 4 the Hard Rock entities? 5 A. We -- we had a license agreement with 6 Hard Rock International which was the Rank -- owned by 7 Rank out of London. And I learned very quickly that 8 the agreement that was negotiated between the Tribe 9 and Rank was very favorable to Hard Rock, and I don't 10 say that in any way disrespectful. And I looked at 11 what we were being provided by Hard Rock, and 12 established -- I thought it would make sense to 13 actually try to buy the entity itself. 14 So I sat down with certain 15 representatives of the Tribe. Humorously, but very 16 seriously, they thought that this was something that 17 literally could not happen. But I told them I was 18 very cognizant of how we grew the business in such a 19 short time, and our financial strength, our commitment 20 to have a very conservative and strong balance sheet 21 that I believe it was something that we could do. 22 So we entered into that process where 23 there were 72 other financial private equity funds, 24 hotel companies, casino companies, restaurant 25 companies to try to purchase the assets of Hard Rock</p>	<p style="text-align: right;">96</p> <p>1 ALLEN - CASIELLO 2 Q. And tell us about how many properties 3 Hard Rock has? 4 A. There's 238 locations in 75 countries 5 around the world. Twenty-four of those are hotels and 6 11 of those are casinos. The balance is a mixture of 7 our company-owned cafes, which there are 64, our 8 franchise cafes, Hard Rock Live and Hard Rock retail 9 locations on a global basis. 10 Q. And when you testified here in 2015, one 11 of the commissioners asked a question about the brand, 12 rights, who owns what. How about an update on the 13 status of that? 14 A. We can report to the Chairman and to the 15 members of the Commission for the first time in 16 probably 25, 30 years, the Hard Rock brand is now 100 17 percent controlled by Seminole Hard Rock Holdings. 18 And in September of 2016, we closed a transaction with 19 Brookfield who is a large private equity fund out of 20 Canada. It did control the rights of gaming west of 21 the Mississippi and certain geographic areas on a 22 global basis. We purchased those rights back, as I 23 mentioned, in September of 2016. 24 Q. And what is your involvement in the Hard 25 Rock Las Vegas?</p>
<p style="text-align: right;">95</p> <p>1 ALLEN - CASIELLO 2 on a global basis. Through a five, six-month 3 negotiating process, we announced in December of 2006 4 that we were the winners of the process that was 5 actually held by -- Merrill Lynch was actually the 6 financial firm that handled the transaction on behalf 7 of Rank. And we announced the purchase for \$965 8 million. 9 At that particular time, that's when 10 obviously myself and the Tribe then took the next step 11 to pursue the Hard Rock assets on a global basis. 12 Q. And how has the company grown since it 13 was acquired in 2007? 14 A. We've been very fortunate. The company 15 has grown almost 300 percent in value. When we 16 compare ourselves to any company in the gaming 17 industry, or anyone in the hotel hospitality or 18 restaurant industry -- there are major names, you 19 know, I don't want to name any specific companies, but 20 KPMG does an annual evaluation where we do this 21 comparison. The Hard Rock brand has grown greater. 22 If you invested a thousand or a million dollars in 23 Hard Rock or any of the major gaming or hospitality 24 companies, the Hard Rock return on investment is the 25 highest.</p>	<p style="text-align: right;">97</p> <p>1 ALLEN - CASIELLO 2 A. Well, we are very happy. It's been 3 publicly announced that Hard Rock Las Vegas has been 4 sold. We never owned that entity. We had no 5 involvement in management. The license agreement that 6 we inherited when we purchased the company was done by 7 the founder Peter Morton when he actually retained 8 that asset on an individual basis. We certainly had 9 some issues with the perception of the brand in Las 10 Vegas, both from a public relations standpoint and, 11 candidly, also from a legal standpoint. 12 So we were very excited. We kept in 13 touch with Brookfield when the property was sold to 14 Juniper Capital. And it's been announced that it's 15 been rebranded to a Virgin Hotel. We believe that is 16 very good news for Hard Rock because it allows us to 17 look at other locations in the state of Nevada. 18 Q. Has Hard Rock being selected recently 19 with respect to any of the development of any new 20 casino properties? 21 A. There was a process that started back in 22 2012 in Spain, and specifically in the region the 23 Catalonia, specifically, Barcelona. Numerous gaming 24 companies both domestic and international competed for 25 that particular license, and we were awarded that</p>

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<p style="text-align: right;">98</p> <p>1 ALLEN - CASIELLO 2 particular license. 3 In addition, we were just awarded a 4 license in Ottawa in Ontario, Canada. Once again, 5 another competitive environment amongst our peers in 6 the industry. 7 Q. Okay. Would you tell us something about 8 the Hard Rock brand. 9 A. Well, you know, the Hard Rock brand is 10 one of the most amazing brands in the world. When we 11 look at it from a brand study viewpoint, the Hard Rock 12 brand is 90 percent recognized here in North America, 13 89 percent in South America, 68 percent in Asia, 61 14 percent in Russia. So it truly has a brand global 15 recognition that always, in any brand study that we've 16 ever seen or done, puts it in the top ten. It usually 17 falls somewhere between four and seven. We've seen it 18 as low as eight. We've never seen it higher than 19 four. And what does that mean? Well, it means that, 20 you know, as people travel the globe, they are very -- 21 excuse me -- you know, familiar with the brand itself. 22 I find, on a personal basis, what is so 23 amazing about that particular statistic is that we 24 only have 220 locations. 228 locations. We're in 25 this study up against Coke and Pepsi and Starbucks and</p>	<p style="text-align: right;">100</p> <p>1 ALLEN - CASIELLO 2 nonpolitical, very stable environment. 3 I always say there is only one, and 4 underscore the word "one," international language. 5 And that is the language of music. The language of 6 music. We can all talk about our past. We can all 7 talk about our different cultures. But no what 8 culture or country we're from, music is part of us as 9 far as individuals, and it's in our DNA. And Hard 10 Rock is the only brand on a global basis that 11 represents music. And we're not just -- god bless the 12 name and, I always say I'm not sure who drew the logo. 13 I technically know that somewhere, but the reality is 14 Hard Rock, whether we're in Asia or whether we're in 15 Africa or whether we're here in the United States, it 16 is about music. And that is an international language 17 I think that will continue to grow as time moves 18 forward. 19 Q. How many people does Hard Rock employ? 20 A. Directly and indirectly through our 21 license and franchisees, we employ 36,000 people. 22 Q. Are you familiar with what's known as 23 the branding video that's been premarked as P-1 -- 24 A. Yes, I am. 25 Q. -- now in evidence?</p>
<p style="text-align: right;">99</p> <p>1 ALLEN - CASIELLO 2 McDonald's. So really an amazing amount of following 3 of the brand on a global basis. 4 Q. Describe some of the typical amenities 5 that a Hard Rock hotel or casino might have? 6 A. The company started in 1971 as a single 7 restaurant. And I think Peter Morton and Isaac 8 Tigrett who actually started the company -- in fact, 9 we have a meeting with Isaac the second week of May -- 10 of June. You know, it really wasn't created as this 11 kind of global entertainment brand. And that's the 12 way we view the business today. We don't look at it 13 as a gaming company. We don't look at it as a 14 restaurant company. We look at it as a brand of 15 entertainment. Last year we did over 35,000 live 16 music events. As I mentioned, we're in 75 countries 17 around the world. Visitations at Hard Rock locations 18 on an annual basis exceed 120 million visitations that 19 we're aware of. So the brand itself is about 20 entertainment. 21 And in these amenities, certainly we 22 offer hotel, retail, food and beverage, entertainment 23 experiences, but we're really trying to bring together 24 all the aspects of where people like to go out and 25 engage with others, to be able to do it in a safe,</p>	<p style="text-align: right;">101</p> <p>1 ALLEN - CASIELLO 2 Would you like to say anything about it 3 before we show it? 4 A. Well, I -- you know, I think that one of 5 the fun things about the video, it kind of shows the 6 brand doing many different things. You know, whether 7 it be -- I like to reference -- one of the things 8 people ask me is, when you bought the company, what 9 was one of the more fascinating things that you 10 learned? And what I learned was there is this cult. 11 And I say that in a very positive way. Nick's 12 probably getting nervous. 13 (Laughter.) 14 A. Of Hard Rock pin collectors. And 15 literally there are pin collectors around the world. 16 There's conventions where they just go to see Hard 17 Rock pins. And there are literally hundreds of 18 thousands of different designs of our pins. 19 So, hopefully, the video will 20 demonstrate a little bit more fun side of the brands. 21 And certainly we'll give a presentation on the 22 philanthropic side of the brand, which I think is so 23 important. When the company was formed, "Serve all, 24 Love All," "Save the Planet" and "All is One," mean 25 something. And it still means something today to me</p>

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<p style="text-align: right;">102</p> <p>1 ALLEN - CASIELLO 2 personally, and it obviously means something to the 3 parent company and the Tribe, Seminole Gaming. 4 So am I supposed step a way a little bit 5 or -- 6 Q. Come over here with me. 7 A. Okay. I'm going to get yelled at by 8 Nick, because I said we were a cult. 9 Q. Come over here. Take the microphone. 10 A. Okay. I think as his comes up, the 11 first guy is Jimmy Page. 12 THE WITNESS: Volume? 13 (Hard Rock Brand Video was viewed from 14 12:15 to 12:19 p.m.) 15 Q. So what did we see? 16 A. Well, I think the one thing that, 17 hopefully, the video demonstrates is that we'll never 18 forget about the history of Hard Rock. But that was 19 Rihanna talking about, you know, different 20 philanthropic efforts we do with her. Whether it's 21 Pitbull, you know, we're so involved with the artists. 22 It is truly unheard of. And we actually verified this 23 with Ticketmaster. But when we announced the Hard 24 Rock's officially opening date of June 28, 2018, we 25 put 60 shows on sale at one time. And Ticketmaster</p>	<p style="text-align: right;">104</p> <p>1 ALLEN - CASIELLO 2 know, they wanted to do something different. So they 3 built a climate. They built an environment and 4 culture with their employees so that we're not just 5 going to be about making a dollar. You know, and I 6 think that's something that has stayed with the brand 7 to this day. 8 Certainly back in 2006 when the Tribe 9 and myself became part of the ownership, you know, 10 we-- I think we took that to a whole other level. 11 Because I think if we think about the challenges that 12 have happened with Native Americans here in the United 13 States and all the things that the Tribe has been 14 through, I think it's just taking it to a whole other 15 level to make sure we give and back and help others 16 who are less fortunate than we are today. 17 What's amazing about the Hard Rock 18 brand, "Love All, Serve All," the first employee that 19 was hired, Rita, she's still with us today. And I'll 20 tell you the level of detail that Jon and I have in 21 the company. I personally was involved in her 22 renegotiation of her agreement to make sure that she 23 stays with us on a long-term basis. Rita's got to be 24 in her mid-seventies now. And we certainly love the 25 opportunity to still work with somebody who is truly a</p>
<p style="text-align: right;">103</p> <p>1 ALLEN - CASIELLO 2 said it's never been done before. When, you know, the 3 Eagles and Jimmy Buffet -- Jimmy Buffet who owns 4 Margaritaville -- play in a Hard Rock stadium and it 5 sells out, and then we sell out Taylor Swift and we 6 sell out Beyoncé, in this particular weekend, we're 7 actually doing a Hip Hop Festival. It really shows 8 you the diversity of the brand. 9 We certainly recognize that the brand 10 was, you know, founded with our first piece of 11 memorabilia with Eric Clapton and obviously, the 12 Beatles. But, to me, I think the video demonstrates 13 it's more than Hard Rock Cafe. It's truly a brand of 14 entertainment. 15 Q. You mentioned earlier some of the 16 saying, mottos of Hard Rock, "Love All, Serve All." 17 What is the Hard Rock philosophy with respect to 18 philanthropic efforts? 19 A. I think it, you know -- it started 20 really back in 1971 to love all, serve all, save the 21 planet. And when you look at specifically Isaac, you 22 know, he's had so much history on a global basis, 23 still traveling the world, really giving his life to 24 helping others. Peter Morton, who is part of the 25 Morton family from Chicago and Morton steakhouses, you</p>	<p style="text-align: right;">105</p> <p>1 ALLEN - CASIELLO 2 legend. So love all, serve all, give back is 3 certainly that's very important to me personally and 4 obviously from the brand itself since 1979. 5 Q. And that ties into the second video we 6 would like to show. 7 A. Okay. Looks like I need to move again. 8 (Hard Rock Philanthropic Video was 9 viewed from 12:23 to 12:25 p.m.) 10 A. Nick, if I can just point one thing out 11 from the philanthropic video. We do not pay any of 12 the artists. They are actually volunteering their 13 time. And I think I sit here with confidence -- and I 14 don't think there's too many, if any, hospitality or 15 gaming companies can say that. So whether I use 16 Rihanna or Bruce Springsteen or Bono -- the list just 17 goes on and on and on -- these artists actually 18 volunteer their time to work with us. 19 Now, I don't want to misrepresent. We 20 obviously, you know, have an amazing amount of 21 publicity, you know, hundreds of billions in medias 22 impressions on an annual basis. So when we get 23 involved and we present something on behalf of any of 24 these artists, we do that on a global basis. So that 25 obviously helps them facilitate their goals as far as</p>

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<p style="text-align: right;">106</p> <p>1 ALLEN - CASIELLO 2 giving back to others. And with a network that Hard 3 Rock has in 75 countries around the world, it 4 certainly is something that works for all parties 5 involved. Most importantly, trying to help others. 6 Q. All right. You appeared before this 7 Commission in 2015 for a Statement of Compliance. Do 8 you remember the reasons you wanted to obtain that 9 Statement of Compliance? 10 A. We believed -- and I personally have 11 believed for some time that while certainly Atlantic 12 City has had its ups and downs, I think the good news 13 is we're in an upswing again even prior to the Hard 14 Rock project. But we felt it was important that if an 15 opportunity became available, still in the second 16 largest gaming market in the United States, still with 17 30 million people within basically two and-a-half, 18 three-hour drive, that we wanted to be prepared for 19 that potential opportunity. If we were not qualified 20 or prequalified, the concern was that another company 21 that had been licensed could potentially step in and 22 purchase an asset that we may be interested in. So 23 obviously that was our goal then. And we thank the 24 Commission for their past reviewing our application 25 because it certainly helped us because we were able to</p>	<p style="text-align: right;">108</p> <p>1 ALLEN - CASIELLO 2 success. So, to me, that was the next step. 3 And we looked at a few other assets 4 together in town. But, candidly, I was aware on a 5 very personal basis of how well the Taj Mahal was 6 built. And the analogy that I like to give, whether 7 it be here testifying in front of the Chairman and the 8 Commissioners, think of this. The Mirage Casino 9 Resort in Las Vegas was attributed to completely 10 turning around Las Vegas. And the cost of that 11 particular project, which opened in December of 1989, 12 was \$675 million. The Taj Mahal opened five months 13 later, April 2nd, 1990. The day that I'll never 14 forget. And it -- nobody would say it was less than 15 1.1 billion. Most people would say it was between 1.1 16 and 1.2 billion. Now, certainly it had some 17 challenges when it opened, but we certainly know that 18 the physical structure, the four million square feet, 19 is built as well as anything in our industry. And at 20 the time, it was the most expensive hotel or casino 21 resort ever built in the world. So we were very, very 22 excited. 23 I had previously stated many times there 24 were only two locations in Atlantic City that we would 25 consider as a remodel. We certainly had looked at</p>
<p style="text-align: right;">107</p> <p>1 ALLEN - CASIELLO 2 sit down with our partners -- which I'll talk about 3 them in a moment -- to purchase the new Hard Rock 4 Atlantic City. 5 Q. Tell the Commissioners -- 6 A. I'll still say it. The Taj Mahal. I 7 was -- 8 (Laughter.) 9 A. I was there when it opened so. That's 10 for another day of testimony. 11 Q. I'm not sure you want to brag about 12 that. 13 A. Right. Oooh. 14 Q. Tell the Commissioners about the 15 opportunity that came along. 16 A. Well, I think, number one, the 17 opportunity came along because of our relationship 18 with our partners. I think it's really important to 19 demonstrate the team. Certainly Hard Rock's the 20 brand, and then I think that Michael, Jack, Joey, you 21 know, we all understand that Hard Rock -- we're the 22 manager, et cetera. But the local tie to Atlantic 23 City, the local tie to the area, navigating the state, 24 making sure that we can demonstrate through our 25 relationship of becoming their partner, of having</p>	<p style="text-align: right;">109</p> <p>1 ALLEN - CASIELLO 2 different projects through the years. But when this 3 conversation came up with the previous owner, we were 4 very excited about it. Couldn't have happened without 5 our partners. 6 Q. And what have you done to that building 7 since you purchased it? 8 A. You know, it -- it was two great 9 memories in my life. One was the day we opened. 10 Because it really was gorgeous. The place was 11 absolutely spectacular. And then, boy, walking back 12 into it, you know, 25 years later, boy, how dated it 13 had become. It's a shame that obviously the previous 14 ownership structures weren't able to keep up with it. 15 And we made a decision very quickly that the place 16 needs to be gutted. And I don't mean just, you know, 17 some new wallpaper and new paint. We truly stated 18 that we would not purchase the asset if we did not 19 create a budget that allowed us to gut the rooms and 20 gut the casino and literally start over again. And 21 that's basically what we've done. 22 And even -- well, today, there's 23 certainly thousands of people working in that building 24 from the operational side and the construction side. 25 By the time we open on June 28th, there will virtually</p>

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<p style="text-align: right;">110</p> <p>1 ALLEN - CASIELLO 2 be nothing -- I mean, unless you were an expert -- 3 that it was previously part of the previous ownership. 4 Q. And at what cost? 5 A. We're going to be over \$500 million in 6 the actual renovations of the facility itself. 7 Q. And could you tell the commissioners 8 about the various amenities the property will have? 9 A. Would you like us to do it on the map 10 here? 11 Q. Yeah. We can do that. 12 A. Okay. So, one of the -- one of the 13 great things about the facility itself is that when 14 Resorts International designed the building, they 15 really had thought it through. So the actual layout 16 of the facility itself is something that's very 17 pleasing because you're able to mix a hotel function, 18 a gaming function, the entertainment function. But at 19 the same time, they can be separate. You can 20 literally check in -- you'll be able to check into our 21 front desk and go directly up to your rooms and not 22 have to walk through the casino floor. We think 23 that's something that's very positive. 24 So this is basically the main entrance 25 here, the porte cochere. That was completely gutted,</p>	<p style="text-align: right;">112</p> <p>1 ALLEN - CASIELLO 2 of the challenges with the room originally, little 3 humorous but seriously, was never finished. Okay? 4 There were certainly some financial challenges back in 5 1990. So we have finished the room. I think when 6 people see the new concessions and the food and 7 beverage areas, they are going to be very, very 8 impressed. Completely redid. We relocated -- or 9 removed, I should say -- the poker room. 10 As we go down this particular area here, 11 this is our restaurant row, starting with Council Oak 12 Fish. We have another brand called Kuro. We had a 13 great relationship with Avellino's, so they have 14 renovated their restaurant, and they're actually 15 coming back. The old Dynasty restaurant was 16 completely redone. Matt brought in a new Asian team 17 actually from Macau. As far as the legendary gaming 18 and international gaming experiences there. 19 As we come back around this particular 20 way, the Hard Rock Cafe used to be in this particular 21 corner. So the Hard Rock Cafe and entertainment area 22 now becomes about the main focal out to the casino 23 floor. 24 But the one thing we did both in the 25 cafe and also in Council Oak Fish was, rather than</p>
<p style="text-align: right;">111</p> <p>1 ALLEN - CASIELLO 2 completely redone. This is our front desk area. It's 3 probably one of the few areas we got a little crazy 4 with marble and budgets and stuff, but we hope 5 everyone enjoys it. Because, frankly, there's truly 6 nothing like it in the industry. 7 As we walk through, this kind of takes 8 you to up to your hotel rooms, to the different 9 towers. There's the original tower, which is 1250 10 rooms. And then there's what used to be referred to 11 as the Chairman's Tower. That's our second tower. 12 And all in, we're just about 2,000 rooms. All these 13 rooms have been completed redone. Most of the rooms, 14 including the bathrooms themselves, completely gutted. 15 So what we refer to as the main gaming 16 floor. If we wrap around this particular area here, 17 this is what was previously known as the Etess Arena. 18 This will now be called Hard Rock Live at the Etess 19 Arena. I actually received a beautiful, beautiful 20 letter from Mark Etess' daughter three weeks ago 21 thanking us for keeping the name. Mark was one of my 22 mentors in the industry. His brother Mitchell 23 promised me he's going to be at the opening. 24 But we've completely redone Hard Rock 25 Live. It will now have a capacity of over 7,000. One</p>	<p style="text-align: right;">113</p> <p>1 ALLEN - CASIELLO 2 just put chairs on the Boardwalk, we actually cut into 3 the building so that you are under structure at all 4 times. And then we obviously built rails and glass so 5 that, you know, if somebody's walking by on the 6 Boardwalk and make sure that we keep the appropriate 7 demarcation line from there. 8 This particular area here is a tenant 9 called the Sugar Factory, if you're familiar with the 10 Sugar Factory. A tremendous amount of celebrity 11 followers. So that is also one of the new amenities 12 we brought in the property itself. 13 This particular appear is here is kind 14 of our nightclub lounge area but also takes up to the 15 new theater. This particular theater we focused 16 tremendously. I think it's a great testimony to the 17 power of the brand. We have a relationship with the 18 Nederlander family. Bernie's done an amazing job on 19 booking Broadway shows coming here to Atlantic City, 20 whether it be "Kinky Boots." "The Million Dollar 21 Quartet." The list goes on and on. So that kind of 22 commitment, as I think I mentioned earlier, over 300 23 shows in the first year -- no one in Atlantic City or 24 no one in Las Vegas has ever committed to 300 nights 25 of entertainment in one particular property.</p>

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<p style="text-align: right;">114</p> <p>1 ALLEN - CASIELLO 2 I would tell you that if we didn't have 3 the relationships we have on a global basis, we 4 wouldn't be able to do that. So that's certainly not 5 us being disrespectful to any of the existing 6 operators. I think it's just another testimony to the 7 strength and the power of the brand itself. 8 So as we go up these particular steps, 9 we completely gutted the whole second floor, and we're 10 building a new nightclub. That will be an surprise. 11 We don't want to get into too much detail today. But 12 that nightclub, I think, will be a major stay. The 13 talent that we've brought in from both Las Vegas and 14 other international markets, I think, will make a real 15 statement of people wanting to come to Atlantic City. 16 As we go along the second floor, more 17 in, we'll call it, the south side of the building, one 18 of the great parts about the building is the meeting 19 and convention space with almost 150,000 square feet 20 of meeting and group space. We're very excited about 21 driving business not just on Friday and Saturday 22 night. We hired one of the more senior executives, 23 successful talents in the industry. Very, very 24 candidly, we couldn't afford her just for Hard Rock 25 Atlantic City so we created a position globally for</p>	<p style="text-align: right;">116</p> <p>1 ALLEN - CASIELLO 2 know, it was this iconic shot of the old famous Taj 3 Mahal sign that was used to be here. We knew that it 4 was so important to put substantial dollars and 5 capital into this entrance. But we didn't just do a 6 facade. Actually, when you pull up into the porte 7 cochere, all the ceiling is worked. There's portal of 8 entrance. There's video. And obviously an iconic 9 Hard Rock guitar. I think this guitar is about 85 10 feet high. So this will be a great photo op for 11 anybody that comes into Atlantic City. 12 And this kind of illustrates the wood 13 ceiling that I was -- did I do something? No? Marie 14 is trying to trick me. 15 Anyway, so this is kind of demonstrating 16 that wood ceiling. You can see all the portals and 17 the -- it is a totally new entrance. We could have 18 recarpeted and put some memo up, and that would have 19 been fine short term. But the reality is we've made 20 this investment, you know, the Morris family, the 21 Jingoli family, and the Seminole Tribe, myself, and 22 Hard Rock, to make sure that Hard Rock Atlantic City 23 grows. So, to us, it was very important to have a 24 product that people would want to come see, not just 25 move people from another existing facility.</p>
<p style="text-align: right;">115</p> <p>1 ALLEN - CASIELLO 2 Hard Rock to specifically book and bring meetings and 3 groups to Atlantic City. Danielle actually came to us 4 from the Wynn organization and previously had been 5 with MGM Mirage Resorts, responsible for all their 6 meeting and group business where they have millions 7 and millions -- I think about six million square feet 8 of meeting and group space. 9 As we walk down this particular corridor 10 here, we have the main ballroom itself which -- make 11 sure I'm in the right spot. Right here. And then, 12 going back, this is actually just looking from a plan 13 viewpoint of Hard Rock Live from above. 14 Oh, I'm sorry. And we also have our 15 Marketplace Buffet, and we have a high-end VIP Lounge 16 in this particular area here. Above -- separate from 17 our true VIP gaming area, which we refer to as "Plum," 18 this kind of more for our mid-tier customers here. 19 So now we have some renderings. We 20 figured by now that if anybody wants to do what we're 21 doing, they can't get it done in the next six weeks 22 because we are sure we're going to be done by June 23 28th. But I will tell you that there's a lot of work 24 still to do. 25 This is where I mentioned earlier, you</p>	<p style="text-align: right;">117</p> <p>1 ALLEN - CASIELLO 2 This is the famous front desk. I don't 3 know if anybody noticed the square foot cross of blue 4 marble. Just trust me, it's expensive. We've done 5 this incredible floor. 6 (Conferring.) 7 A. Oh, it's a touch screen. 8 (Laughter.) 9 A. And we are going to focus. We have a 10 Howie Mandel Comedy Theater, also. 11 Q. I'll be the opening act. 12 A. The opening been act will be Mr. 13 Casiello and myself. 14 If we don't get this, we're in big 15 trouble. 16 (Laughter.) 17 A. See? You can tell Hard Rock's a brand 18 of fun and entertainment. Okay. 19 When is the last time in a lawyer yelled 20 at his client not to touch the screen? 21 (Laughter.) 22 A. Anyway. 23 Q. It will be the last. 24 A. Obviously, it shows the individual 25 portals and the separate VIP check-in. And I don't</p>

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<p style="text-align: right;">118</p> <p>1 ALLEN - CASIELLO 2 know the people aren't really interested in the level 3 of the architecture, but this is something I truly 4 love. If you look at all the layering of the ceiling 5 itself. You know, this isn't just a layered ceiling 6 of tile. This all form ceilings. Really going to be 7 an tremendous experience when people come back to 8 Atlantic City. 9 And this kind of gives you a little bit 10 more of a close view. 11 THE WITNESS: Oh, a laser. Okay. 12 MS. JONES: The other side. 13 MR. CASIELLO: Other way. 14 THE WITNESS: Okay. Keep going, Marie. 15 You better get us out of trouble here. 16 A. So this is one of the VIP lounges. This 17 is the entrance -- this is the escalator that takes 18 you up to the second floor to the meeting and group 19 space. If you continued here, you'd actually be going 20 towards the elevators to the hotel rooms. 21 This is the new lobby bar and feature 22 bar. This will also be also offering live 23 entertainment. This is a bronze structure with all 24 types of interactive LED. This is an actual shot of 25 the casino itself. So you can see we've done</p>	<p style="text-align: right;">120</p> <p>1 ALLEN - CASIELLO 2 of service, commitment, and VIP business. 3 We are, in the United States, Hard Rock 4 Seminole Gaming is the most successful casino gaming 5 in the United States and no one is even close. 6 Certainly if you include Macau and Singapore, Las 7 Vegas Sands would be above us. But we understand this 8 VIP business on a global basis. And building 9 amenities and a room like this to make sure that that 10 guest feels comfortable as though they were in 11 Singapore or Macau or some of the nicer properties in 12 Las Vegas, is something we're committed to bring here 13 to Atlantic City. 14 And this just gives another shot of it. 15 This looks like it's the Hard Rock -- 16 that's actually the center bar. And behind it would 17 be the Hard Rock Cafe itself. My apologies. I'm 18 trying not to block people's views. 19 But you can see as you go through here, 20 literally every inch of this building is going to be 21 completely rebuilt. So we're very excited about the 22 renderings. 23 Yes, we need a cage and cashier. Keep 24 moving. 25 This is actually the bar in the Hard</p>
<p style="text-align: right;">119</p> <p>1 ALLEN - CASIELLO 2 something that I believe only one or two other 3 properties in Atlantic City has considered, but we've 4 actually taken it through the whole building. All of 5 our pathways will be marble and stone. We certainly 6 have seen many casinos where they just lay carpet 7 down, put slot bases on it, put the machines on and, 8 hopefully, people will, you know, navigate through. 9 We have a different philosophy. Excuse me. We 10 believe in our team. We know our gaming layouts. 11 We've studied this market as well as anyone. We have 12 an amazing team we've put together. So we are 13 committed obviously to our gaming layout. And most 14 importantly, we believe we're going to exceed the 15 revenue projections that we have so we can add to this 16 layout. But that will not interfere with our stone 17 pathways, obviously with the different crystal and 18 glass ceilings that we've created in combination with 19 to the wood coffers. 20 Oh, this is one of the VIP gaming areas. 21 I think that what's really important is -- it's -- 22 it's really important to Hard Rock that everyone 23 succeeds in Atlantic City. But I can tell you we 24 think that one of the areas the town has the ability 25 to grow its business is truly focusing on that level</p>	<p style="text-align: right;">121</p> <p>1 ALLEN - CASIELLO 2 Rock Cafe. You can see that -- 3 THE WITNESS: Oh, I won't touch, Nick. 4 Sorry. 5 (Laughter.) 6 A. You know, so once again, it's not a laid 7 tile. These are barrel-molded ceilings. Obviously 8 all individual woodwork. All independently hand-blown 9 glass. You know, frankly things that people haven't 10 seen her in Atlantic City. 11 Just another view of it. Keep moving. 12 This looks like it's the exterior. So 13 this is actually an area of the building that is part 14 of that space that directly in this direction would be 15 the Boardwalk. But you can see how we cut the 16 building in. So this is actually a bar that's on the 17 Boardwalk which will offer live entertainment. We 18 have the ability to also put additional tables out on 19 the Boardwalk, but this will be, you know, hopefully a 20 good eight, ten-month experience. You know, certainly 21 in the middle of January, be a little bit difficult. 22 This is our Council Oak Fish. This is a 23 restaurant that is also out facing the Boardwalk that 24 has both interior and exterior spaces. This is a 25 restaurant concept.</p>

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<p style="text-align: right;">122</p> <p>1 ALLEN - CASIELLO 2 The Council Oak is known in the Tribe as 3 the place of meeting. Literally, there's an amazing 4 oak tree that as far back as you go in the Tribe's 5 history that that's where the tribal members used to 6 meet. So the name "Council Oak" is used in different 7 factions, but in this particular space, it's going to 8 be our fish restaurant. 9 And this looks like it is the bar of 10 that particular area. 11 And then this is Kuro. Kuro is truly an 12 amazing food and beverage concept. Our team down in 13 Florida, a lot of them had tremendous experience, 14 opened Nobu's on a worldwide business. The ownership 15 group of Nubo are good friends of mine. So we were 16 fortunate enough to have three of their senior people 17 to join us in Florida. We created this brand called 18 Kuro. It's basically a Japanese concept, and I would 19 tell you, it has complete the exceeded our 20 expectations. It's already familiar with the James 21 Beard Award. If you're a food and beverage junkie, 22 you know that's as high as you can get in the 23 industry. So we're excited to be bringing that here 24 to Atlantic City. 25 And this is our Chinese restaurant. In</p>	<p style="text-align: right;">124</p> <p>1 ALLEN - CASIELLO 2 I actually created before I came to work with Hard 3 Rock over when we built the Atlantis. Really the 4 concept is about action stations and really committing 5 to local products and goods. 6 And, you know, it's just not the 7 traditional buffet where we see in, frankly, in many 8 different facilities around the country. Everything 9 is cooked to order. 10 This is the entrance to our hotel rooms. 11 So there's the lobby, if you will. Once again, the 12 combination of those different golds and whites and 13 blue marbles. And obviously, the swirl design. We 14 always joke with the designer, god forbid, we do 15 90-degree angles, which would make life a little bit 16 easier. Right? But certainly the swirl, when it's 17 all said and done, really makes the attractiveness of 18 the design itself. So our design team, local 19 architect here, Tom Sykes and SOSH, and also Jeffrey 20 Beers out of New York. 21 Hard Rock Live Entertainment. Keep 22 rolling. 23 And then our gas station. So this is a 24 concept that back in 19 -- let me see, '97 or so, we 25 were talking about the distance from Mohegan Sun to</p>
<p style="text-align: right;">123</p> <p>1 ALLEN - CASIELLO 2 the old days, that would be the old Dynasty. 3 Hard Rock Live, I kind of mentioned this 4 earlier, you know, 2,000 capacity. God bless Bernie 5 and his team. You know, we're committed to 300 shows. 6 And it is a mix the not just rock and roll. You know, 7 it is blues, obviously many different types of acts 8 with different back grounds, country. In order to 9 make sure we have a complete palate for anyone 10 interested coming to see our facility. 11 And this is -- that's kind of a bad 12 slide, but it kind of shows you these angles. Oh, 13 sorry. I'll get in trouble again. But in the old 14 days, you know, the seats, frankly, used to be pulled 15 out this way. We've now built these angles here where 16 you kind of -- everybody has a better view of the 17 stage itself. And all the sound in the room has been 18 completely redone. 19 And that kind of gives you -- this is 20 actually a better shot of it. So that I would be -- 21 this would be, you know, center stage mic. That would 22 be the back of the arena, and these are the 23 dormitories that we added in. And the concessions and 24 all the new food and beverage is behind that. 25 Our Marketplace. This is a concept that</p>	<p style="text-align: right;">125</p> <p>1 ALLEN - CASIELLO 2 New York City. And myself and Mitchell Etes, who I 3 were talking about earlier, we sat down and talked 4 about, we should give them gas. So then we decided to 5 build the Gas Palace, as we call it. It was world's 6 most expensive gas station. So we have taken that 7 concept, you know, to our locations in Florida, Ohio, 8 other places. And we are going to build a -- another 9 Gas Palace, if you will, here on the corner of 10 Virginia Avenue and Pacific. 11 This will be a convenience store. A car 12 wash. Number one, it creates new energy and 13 entertainment and construction on Pacific Avenue, 14 which we think is so important for the town. I don't 15 even know if there is a gas station anymore in 16 Atlantic City. But we're certainly encouraging locals 17 and all of our guests to use this facility, and it 18 creates another amenity at the property. Because it 19 also allows us to create marketing plans. Okay. If 20 you haven't been to Atlantic City in a while, that's 21 fine. Come on down. The gas is on us. And we can 22 work different marketing programs like that. 23 Now, will with our luck, oil will go to 24 \$300 a barrel and -- 25 (Laughter.)</p>

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<p style="text-align: right;">126</p> <p>1 ALLEN - CASIELLO 2 THE WITNESS: Jack, I didn't tell you 3 about that in the proposal. 4 A. All right. Keep rolling. 5 MS. JONES: That's it. 6 MR. CASIELLO: We're good. 7 A. We're good? Okay. 8 So that's obviously renderings of the 9 project, where we are today. 10 My apologies for the cold. 11 Q. Sure. 12 What impact will this property have on 13 the Atlantic City market? 14 A. It's our belief, based upon my earlier 15 testimony of the strength and power of the brand, our 16 ability to market, we will create a reason for people 17 that are already in New York or Pennsylvania, 18 certainly going down into the Baltimore, Maryland, 19 area, say, you know, we haven't been to Atlantic City 20 in a while. What is all this Hard Rock news and 21 publicity about? We know we can generate that. 22 Absolutely amazing. When we announced 23 the purchase of the Taj Mahal by Boardwalk 1000, we 24 had over 400 million media impressions within the 25 first 30 days. And we're happy to provide that to the</p>	<p style="text-align: right;">128</p> <p>1 ALLEN - CASIELLO 2 line. 3 Keep in mind, we did not go to Wall 4 Street and borrow this money. We just put cash into 5 Atlantic City. And that's something that's so 6 important to us. 7 This is the part Nick tells me to calm 8 down, but. 9 Q. I would never tell you to do that. 10 Earlier this week, Ocean Resort, the 11 former Revel, announced that they were going to be 12 opening up the same day as the Hard Rock. What impact 13 would an opening of that facility have on Hard Rock in 14 Atlantic City? 15 A. Well, I think first of all -- I think 16 they're very smart, you know, to try to open as close 17 to -- I mean, if it's the same day, you know, that's 18 up to them. I'm not sure where they are in their 19 critical path, and that's not for me to comment. But 20 I certainly know that -- I'm sure they know that we're 21 going to create tremendous media, you know, exposure 22 to the market. So if they can ride on that particular 23 wave, I think that's wonderful. 24 We love the fact that there's almost 25 1500 rooms that are going to be opening two doors down</p>
<p style="text-align: right;">127</p> <p>1 ALLEN - CASIELLO 2 Commission as evidence if someone would like to review 3 that. That's startling. That tells us that people 4 are interested in our brand. And here's the better 5 news. We could not find any negative publicity on 6 this particular transaction. 7 So we believe that we'll create this 8 marketing machine, that people will give Atlantic City 9 another try, and, hopefully, that will help grow the 10 market. And, to me, that's why it's so important, 11 it's why we have reached out to the community and the 12 local residents to make sure Atlantic City puts its 13 best foot forward. 14 Because very, very, politely, and 15 respectful to the Chairman and Commissioners, this is 16 our last shot. You know, I'm not sure if you're going 17 to grant us the opportunity to have a license. But if 18 you do, if Hard Rock fails, it is not good for 19 Atlantic City. So when I drive in this morning and I 20 still see grass this high, and I see all the different 21 things that we've been banging our heads on for the 22 last year, it's so important that we come together as 23 a community. Because between the Jingoli and the 24 Morris family, the Tribe and myself and Hard Rock, 25 we've just put \$500-plus million of our money on the</p>	<p style="text-align: right;">129</p> <p>1 ALLEN - CASIELLO 2 from us. For those of us who remember Revel -- and I 3 know the building very, very well -- one of the things 4 people always said about the rooms at Revel were they 5 were great. They were designed by a good friend of 6 mine, Larry Lee. I'm actually the guy that 7 recommended Larry to Kevin DeSanctis. Larry also 8 designed the rooms for Borgata and the Hard Rock in 9 Hollywood. So the rooms at Ocean are great. We think 10 it's wonderful to have another 1500 rooms or so in the 11 inventory in the city of Atlantic City. 12 We also know the restaurants were very 13 successful when Revel was open. I'm told that most of 14 those operators are coming back. So that's another 15 reason to come here to Atlantic City, and we actually 16 think that's a good thing. 17 Q. How is the purchase and renovation of 18 the facility financed? 19 A. Well, as I mentioned a few moments ago, 20 there is no doubt -- and we like to focus on the 21 positive. But Wall Street or financial resources that 22 would traditionally fund capital for casinos, there 23 was literally no money for Atlantic City. And that's 24 not an exaggeration. And we certainly, you know, 25 looked at different options. Even if somebody wanted</p>

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<p style="text-align: right;">130</p> <p>1 ALLEN - CASIELLO 2 to loan you money, the interest rates would have been 3 in the middle teens. So we felt that it was such a 4 great opportunity, still in the second largest gaming 5 market in the United States, that I sat down with the 6 board members of Hard Rock, and we looked at our 7 financial strength and said, we believe in the town. 8 We believe the worst is behind us. Certainly the 9 things that were starting to move forward like the 10 PILOT Program and different things showing the city, 11 the town, in Trenton -- I know it wasn't all easy -- 12 but people coming together to say we need to do 13 something to fix Atlantic City. We can't let Atlantic 14 City fail, was very encouraging to us. 15 So Hard Rock International funded a \$400 16 million loan to the facility itself. In addition, 17 Hard Rock has put in 46 million worth of equity. On 18 top of that, we're wiring on Friday another 20 million 19 which we call our cage cash impression. 20 Q. If Boardwalk does not meet its financial 21 projections, is there any -- are there any 22 alternatives? 23 A. Well, because we loaned the money to the 24 project, we as Hard Rock, we certainly have the 25 ability to look at that financial structure and change</p>	<p style="text-align: right;">132</p> <p>1 ALLEN - RICHARDSON 2 day-to-day management team. But because I went to the 3 board of Hard Rock for the 450, \$460 million that we 4 are actually putting into this project, I will stay 5 100 percent actively involved. Not necessarily on an 6 everyday basis but certainly every other day. 7 Q. And the property at this moment is 8 currently under a restrictive covenant that prohibits 9 casino gaming; is that correct? 10 A. That is correct. 11 Q. But Hard Rock does intend to release 12 that covenant prior to the Division issuing a 13 Certificate of Operation and obviously beginning the 14 opening of the property; is that correct? 15 A. That is correct. 16 Q. And you discussed the extensive property 17 renovations that are in progress and some of which 18 have been completed. Aside from the overall 19 re-theming and the gutting of the property that you 20 mentioned, what would you say are the major components 21 that were necessary to turn this into a Hard Rock 22 branded property? 23 A. I think we are so excited about the 24 employees. It just -- amazing. We've already hired 25 over 3,000 employees. And the enthusiasm that we've</p>
<p style="text-align: right;">131</p> <p>1 ALLEN - RICHARDSON 2 it or alter it because, you know, very, very 3 respectfully, we're paying ourselves. 4 Q. And what role does HR Atlantic City, 5 LLC, have in the management? 6 A. I'm sorry, Mr. Casiello, I just want to 7 make sure I testify. There is no public debt on this 8 facility. So it is, in theory, debt free. 9 Q. Okay. What role does HR Atlantic City, 10 LLC, play in the management of Boardwalk 1000? 11 A. Hard Rock Atlantic City, LLC, has a 12 License Development and Management Agreement to 13 operate, design, develop the facility 100 percent. 14 Q. And I have no further questions. 15 CHAIR PLOUSIS: Thank you, Mr. Allen. 16 MS. FLAHERTY: Miss Richardson will do 17 the cross. 18 CROSS-EXAMINATION BY MS. RICHARDSON: 19 Q. Thank you. Good morning, Mr. Allen. 20 A. Good afternoon. 21 Q. What will be your ongoing role at the 22 Atlantic City casino property? 23 A. Well, the good news is that, as the 24 Commission saw the application for Mr. Harkness and 25 the team that's here today, they will be the</p>	<p style="text-align: right;">133</p> <p>1 ALLEN - RICHARDSON 2 seen from the -- the interested applicants wanting to 3 work, and recognizing that, you know, this is a great 4 opportunity not just for them as individuals, not just 5 for our building, but for Atlantic City to take the 6 next step. We also would like to thank Bart 7 Blackstein and the Showboat, our neighbors. They were 8 absolutely amazing. They helped us facilitate these 9 huge job fares. I don't want to say this is an 10 accurate number, but I've been told that close to 11 50,000 people applied for jobs. I need to validate 12 that a hundred percent, but that's the guidance I've 13 been given. So, you know, that many people applying, 14 come in, whether it be on-line, it's been a great 15 opportunity for us to obviously bring back are jobs 16 here to Atlantic City. And they are so important to 17 our success. 18 Because I am confident that we've 19 designed a property that will be of interest. We will 20 not succeed unless we deliver the service at the 21 highest level. The financial reductions and the focus 22 on service in Atlantic City has been part of the 23 problem. Not the only problem, but part of the 24 problem. There is a beautiful facility at the 25 Borgata, but there is no doubt that they offer a</p>

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<p style="text-align: right;">134</p> <p>1 ALLEN - RICHARDSON 2 different level of service than what some of the other 3 properties have done. So to us, putting that money 4 back into the employees, funding the most talented 5 individuals that are enthusiastic -- we actually 6 had -- you can't imagine the number of calls that I 7 got from people who said, I can't believe you didn't 8 give me a job. And in many cases, they had the 9 experience but they did not pass the personality test. 10 If you come into an interview, and we asked you to 11 sing a song, and you're in front of a panel of five 12 people -- that's the process we've taken these 3,000 13 individuals through. And I compliment Matt and Craig 14 Kaiser and the team and Jon Lucas. We're really 15 excited about the level of employee we have. And 16 obviously now going into the battle looking to provide 17 this service. Because it's all going to be about the 18 service when this done. And the first couple weeks, 19 it's obviously going to be rough. There will be ups 20 and downs, but we have to focus on giving the world's 21 best service. 22 Q. And are there common design elements or 23 amenity elements that guests at other Hard Rock 24 properties will see here in Atlantic City? 25 A. You know, I think that one of the things</p>	<p style="text-align: right;">136</p> <p>1 ALLEN - RICHARDSON 2 claustrophobic feeling. Notice we did not show that 3 rendering today. We want that to be part of our 4 surprise. But I think when people see the new atrium 5 and what's going on. Actually, the atrium at the 6 Boardwalk and the Atrium at the main entrance, I think 7 that's going to be one of the big wows of, wow, look 8 what Hard Rock has done here with for this particular 9 facility. 10 Q. And you've also recently obtained the 11 final floor plans from the Department of Community 12 Affairs; is that correct? 13 A. Yes, we have. 14 Q. And how generally are the renovations 15 progressing? Do you expect the amenities that you 16 talked about today with the restaurants and other 17 offerings to be open as of the grand opening date? 18 A. One hundred percent. I won't mention 19 any specific properties. But, to me, it is a cardinal 20 sin to not open with the facility completely done. I 21 would rather deal with the challenge of moving an 22 opening date than opening where you don't have all 23 your entertainment, all your restaurants, all your 24 valet. All those things have to be in place. 25 Everybody has to be at their stations and it's move</p>
<p style="text-align: right;">135</p> <p>1 ALLEN - RICHARDSON 2 that I personally believe in is -- because I started 3 at the bottom back in 1979, I truly understand what 4 the day-to-day employee goes through. Virtually every 5 job in this industry I've done, you know, at one time 6 or another. Went to gaming school and many different 7 things. So we understand that they are only as good 8 as the tools we give them. So we certainly take all 9 of our systems from a global basis to make sure that 10 the employees, the systems we use, the designs -- you 11 know, the side station in a restaurant is really, 12 really important. Designers don't like to put them in 13 because they're not pretty. Okay? You know, so we 14 make sure that we have those adequate tools. And I 15 think that's something that is very, very important of 16 our experience on a global basis. 17 Q. And you mentioned earlier that the 18 facility was desirable because of the layout, the open 19 floor plan for the casino floor. What specifically 20 about the layout did Hard Rock actually move, change, 21 alter? 22 A. The first thing we took out was the 23 original staircase and escalators. And a lot of 24 people said, oh, my lord. Why are you doing that? 25 Because they were very narrow and created a very</p>	<p style="text-align: right;">137</p> <p>1 ALLEN - RICHARDSON 2 forward. To open it in any partial basis is just not 3 an option for Hard Rock. 4 We just opened another hotel in Daytona. 5 And we're already doing double, literally double, the 6 average rate PAR rate in the city of Daytona. We just 7 opened a new Hard Rock on the beach. That's because 8 we're so diligent in holding to those business 9 practices that are so important. People cannot walk 10 into a building and say it's not ready or it's not 11 done. And I think we all know, without me 12 referencing, that has happened recently in Atlantic 13 City and, frankly, was a real challenge. 14 Q. You mentioned already the uniqueness of 15 offering the 300 live events for the first year. What 16 else would you highlight about your marketing approach 17 and how it differs from the traditional Atlantic City 18 local marketing efforts? 19 A. I think from a general philosophy of us 20 not needing to steal the other casinos' customer. My 21 friend Jim Murren, who is Chairman and CEO of MGM 22 Resorts, I sent him a note yesterday. I said, Jim, 23 we're looking to do a pullout in major publications 24 here in the Eastern part of the United States. We're 25 going to take the lead on it. We want to reference</p>

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<p style="text-align: right;">138</p> <p>1 ALLEN - RICHARDSON 2 Borgata and any of the other casinos in town to come 3 back to Atlantic City. That's a philosophy that, very 4 politely, has never happened before in Atlantic City. 5 We are going to constantly talk about coming back to 6 Atlantic City in conjunction with Hard Rock. It does 7 not do us any good to take a 30 or 40, \$50 customer, 8 you know, from the lower part of the data database 9 just to drive revenues. 10 The second part is so important -- and 11 we want to make sure we leave our ego out in the 12 middle of the Atlantic Ocean -- but we don't have any 13 debt. So, you know, we don't have some 50, 60, \$80 14 million a year in debt service that some of the 15 properties still have today. So we can market. We 16 can take -- make decisions that allow us to focus on a 17 long-term business plan rather than trying to just 18 drive revenue in order to say we're busy. 19 You know, I just to joke many years ago, 20 one of the biggest downfalls of the casino industry in 21 Atlantic City used to be the once-a-month publication 22 in the local newspaper that showed the total gross 23 gaming revenue. And everybody would just go crazy to 24 hit the total gross gaming revenue. And, frankly, 25 back then people were not focusing on return on</p>	<p style="text-align: right;">140</p> <p>1 ALLEN - RICHARDSON 2 partners sit down, and we think we want to take that 3 piece of paper out, we'll discuss it as an ownership 4 group. But from our standpoint of Hard Rock, there's 5 absolutely no pressure to do anything with that for 6 three and-a-half years. 7 Q. And with that feature of that being 8 optional, that presents another point of financial 9 flexibility; is that right? 10 A. Certainly flexibility. But I would like 11 to, from my viewpoint, categorize it as stability. 12 Which I think is so important. Hopefully, Atlantic 13 City is going to have a very, very busy summer. Okay? 14 Because there are a lot of great things happening. 15 What we really have to focus on is next January, 16 February, March, and April. And that's where we're 17 not going to know in a situation where we're worried 18 about paying Wall Street bondholders, you know, 10, 19 12, 14 percent interest rates. 20 Q. Would you please describe your plans for 21 internet gaming? 22 A. We hope to receive approval from the 23 DGE. We're in -- that we can offer internet gaming 24 when we commence operations on June 28th. 25 Q. And should a favorable ruling be issued</p>
<p style="text-align: right;">139</p> <p>1 ALLEN - RICHARDSON 2 investment and margins in debt service. And that's 3 why a lot of properties got themselves in trouble. We 4 come to this particular gaming opportunity with no 5 debt service. We're paying ourselves. 6 Q. And on that topic, you mentioned the 7 term loan. Could you explain the payment in kind or 8 paint a picture of that? 9 A. It's a term that's used very common. 10 Rather than pay the cash, you kind of defer the 11 interest to a specific date. It is our intention that 12 this particular loan is a three-year loan after the 13 first -- we'll call it the stipend year. So it's 14 three years after the first full year of operation. 15 Q. So while the PIK feature would increase 16 the balance of the loan, are there plans to reduce the 17 loans for optional repayments of principal? 18 A. Certainly we would want to consult with 19 our partners. But my viewpoint is when we built the 20 Hard Rock in Ohio, we refinanced that debt within the 21 first six months. We refinanced that debt a second 22 time when -- a little over a year. We took the 23 interest rate from over nine percent down to two, two 24 and-a-half percent. So we're very optimistic the 25 business will hopefully do well. And certainly if the</p>	<p style="text-align: right;">141</p> <p>1 ALLEN - RICHARDSON 2 from the US Supreme Court, would Hard Rock anticipate 3 offering sports wagering? 4 A. We have certain restrictions in our 5 agreement in Hard Rock Stadium with the NFL, but we've 6 reviewed those restrictions based upon our 7 confidential agreements with the NFL and the ownership 8 of the Miami Dolphins. But, yes, we do think that 9 sports betting would be great and tremendous for New 10 Jersey. And the Hard Rock brand anticipates 11 participating in that particular venue within the 12 confines of our specific treatments with the National 13 Football League and the Dolphins. Miami Dolphins. 14 And Steve Ross, owner of the related group. 15 Q. You mentioned in part of the 16 collaborative efforts of just trying to drive back 17 business to Atlantic City of those who maybe haven't 18 been here in a while. In light of the recent casino 19 win trends here, what else would you say you would do 20 that would further grow the revenue market? 21 A. You know, I -- I truly think that it's 22 about product. I don't think it's coincidental that 23 Borgata, that did over \$3 million in EBITDA last year, 24 is doing that much business. That's not an Atlantic 25 City problem. That's a compliment to the product</p>

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<p style="text-align: right;">142</p> <p>1 ALLEN - RICHARDSON 2 they're offering. So I think hopefully with our 3 launch, and hopefully Ocean has done some great things 4 in that \$2.4 billion building, it will create for 5 people like Morris Bailey, who's done an amazing job 6 with Resorts. I'm sure the Tropicana is going to go 7 through a transition with its sale. But for people to 8 reinvest in their product. Caesars Entertainment is 9 still a great company, but when they were focused on 10 \$20 billion in debt, it's hard to get capital to be 11 put back into assets which obviously, you know, create 12 a significant gaming position here in the city of 13 Atlantic City. 14 So I'm hopeful that we'll continue to 15 reinvest and work with CRDA, not have this mindset 16 that it's only about each individual property. 17 Because the town's going to go the way the town going 18 to go. It's no good for Atlantic City to have one or 19 two superstars and everybody else struggling. 20 Q. And what do you see as the opportunities 21 and challenges that face Atlantic City over the next 22 several years? 23 A. I'm -- I'm hopeful -- and certainly, you 24 know, we have a new governor and a new mayor. I'm 25 hopeful that government can put all politics aside and</p>	<p style="text-align: right;">144</p> <p>1 ALLEN - RICHARDSON 2 that the Jingolis are doing with Stockton and a lot of 3 these things are very helpful. But we have to change 4 the image. And it's men. And most people have mowed 5 their lawn. But the City -- or Route 30 hasn't been 6 mowed. 7 And, believe me, that was as of this 8 morning at about 6:45 a.m. when I was driving in. So 9 maybe they mowed it today because I've been on the 10 phone for a couple hours bitching about it. My 11 apologies. 12 (Laughter.) 13 A. But it's true. 14 COMMISSIONER COOPER: That's true. 15 THE WITNESS: It's true. 16 A. We asked for flowers, but no luck on the 17 flowers. 18 Right, Joe? 19 But we'll get there. And, listen, it's 20 very dangerous for me to be so candid, but I'm being 21 honest. That's what we need to do and not be so 22 focused on every each vicinity property. Be focused 23 as a you know to. Place could do well. There's 30 24 million people within three hours' drive, we should be 25 able to do okay.</p>
<p style="text-align: right;">143</p> <p>1 ALLEN - RICHARDSON 2 work together to create a true entertainment 3 destination that's not focused solely on gaming. 4 And I used my example with Mr. Casiello 5 about, you know, the grass. But everyone should drive 6 in Route 30 today and look at the grass. It's this 7 high. Now, I don't know -- we're happy to send our 8 employees. We're happy to do whatever it takes. It 9 shouldn't be noticed by the CEO of a company. It 10 should be noticed by everybody. Maybe -- maybe 11 there's a different way to look at this, but we have 12 to take pride in the physical appearance of the town. 13 We have to make sure that homeless and the ladies of 14 the evening, and all the other things that, you know, 15 occur, that we're working together to help those 16 people and also the beautification of the city itself. 17 Because we don't want to end up with the same 18 headlines we've had for the last 30, 40 years. You 19 know, inside the casino very -- this was the tag line 20 for Atlantic City. Inside the casino, it's beautiful. 21 Take one step out and, you know, you're in a very 22 challenging environment. This is truly the last shot 23 Atlantic City has in this particular sector. 24 Hopefully it can attract other -- 25 contact other industry maybe. Obviously the project</p>	<p style="text-align: right;">145</p> <p>1 ALLEN - RICHARDSON 2 Q. Thank you. I have no other questions. 3 A. Thank you. 4 CHAIR PLOUSIS: Mr. Casiello? 5 MR. CASIELLO: No redirect. 6 CHAIR PLOUSIS: No redirect? 7 Commissioners, do you have any 8 questions? 9 COMMISSIONER COOPER: I do. 10 VICE CHAIR HARRINGTON: You can start. 11 COMMISSIONER COOPER: First, Mr. Allen, 12 thank you for being here today. Wow. 13 I did have quite a few questions, but 14 you answered them. One that I would like to 15 just know a little more information about. 16 Hard Rock is very well-known for it's 17 philanthropy, as we just saw the presentations, 18 and this is wonderful. What is your vision 19 regarding Hard Rock and philanthropy with 20 regard to Atlantic City? What do you propose 21 for involvement in Atlantic City and the 22 surrounding community? 23 THE WITNESS: You know, I think the 24 first thing we did was create an environment to 25 make sure that the local community, the actual</p>

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<p style="text-align: right;">146</p> <p>1 ALLEN 2 residents, understand that they have 3 accessibility to myself, to Matt, to Joe, Mike, 4 and Jack, and Jon Lucas when he's in town. 5 That we do want to be involved. Because I 6 don't think it's fair for me to say we need to 7 do X in order to grow the town without being 8 respectful to the local resident that lives 9 here. 10 So we've been having community meetings 11 trying to learn more -- trying to create 12 ambassadors of the local residents in order for 13 them to let us know where we can be helpful. 14 So whether it's in a Boys' or Girls' Club or a 15 particular school initiative or a cancer walk 16 or whatever it may be, an AIDS walk. Hard Rock 17 on a global basis, but certainly here in 18 Atlantic City, we're always a hundred percent 19 committed to do those things. 20 COMMISSIONER COOPER: Thank you so much. 21 Thank you. 22 VICE CHAIR HARRINGTON: Thank you so 23 much for being here today and for the 24 commitment that you're all making to this 25 project and to Atlantic City.</p>	<p style="text-align: right;">148</p> <p>1 ALLEN 2 Florida, obviously because we have such a 3 large -- that business is a \$3 billion business 4 down there alone. We'll certainly make sure 5 they're aware that the Hard Rock brand is here 6 in Atlantic City. So much of the player 7 development relationships today are really 8 based upon how we treat the guests. So we've 9 already had those type internal meetings with 10 Matt and Joe Watson and their teams to make 11 sure we're communicating all that back to our 12 existing customer bases and obviously looking 13 to expand to our partners on a global basis. 14 VICE CHAIR HARRINGTON: So using that -- 15 using the Florida example, have you developed a 16 relationship with the airport? Or do you -- 17 you know, airlines that fly into that airport 18 or is that -- 19 THE WITNESS: We do not have any 20 specific junket programs at this time. 21 However, we own private aircraft ourselves. So 22 we'll utilize those private aircraft obviously 23 to bring that higher level customer in. And 24 that, frankly, we've already established those 25 relationships at the Atlantic City</p>
<p style="text-align: right;">147</p> <p>1 ALLEN 2 THE WITNESS: Thank you. 3 VICE CHAIR HARRINGTON: I wanted to ask 4 you a little bit about your rewards programs, 5 infinity programs? Will that -- I'm familiar 6 with other -- with Florida. 7 THE WITNESS: Uh-hum. 8 VICE CHAIR HARRINGTON: Programs. Is 9 that networked throughout or -- 10 THE WITNESS: We certainly have a Hard 11 Rock rewards program on a global basis. One of 12 the great opportunities we have as the owners 13 of Hard Rock is, we have so many wonderful 14 partners on a global basis. One of the 15 challenges with that relationship is getting 16 all the partners to agree. You know, so a Hard 17 Rock franchise Cafe that's in the Middle East 18 obviously may have a different mindset than 19 what we have in one of our company-owned 20 stores. We certainly look to move the rewards, 21 and we'll call it the point philosophy, between 22 our locations domestically here in Atlantic 23 City. 24 One of the things that we'll 25 specifically do is market -- starting in</p>	<p style="text-align: right;">149</p> <p>1 ALLEN 2 International Airport. Signature, I believe it 3 is. 4 VICE CHAIR HARRINGTON: You have. Thank 5 you. 6 THE WITNESS: You're welcome. 7 VICE CHAIR HARRINGTON: Just a couple 8 other things. One, I for one, is very excited 9 about having a gas station in Atlantic City, 10 so. 11 (Laughter.) 12 VICE CHAIR HARRINGTON: So thank you for 13 that. 14 THE WITNESS: You're welcome. It's the 15 Rock Stop. 16 VICE CHAIR HARRINGTON: The Rock Stop. 17 THE WITNESS: Rock Stop or Rocktane, I 18 guess we're kind of going back and forth. 19 Right, Jon? 20 MR. LUCAS: Yes. 21 THE WITNESS: One of the two. 22 VICE CHAIR HARRINGTON: Now will you -- 23 Hard Rock operate that or the franchise -- 24 THE WITNESS: No. We're going to 25 operate it.</p>

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<p style="text-align: right;">150</p> <p>1 ALLEN</p> <p>2 VICE CHAIR HARRINGTON: Great. Good.</p> <p>3 THE WITNESS: Because, frankly, back to</p> <p>4 your previous question, we do think that's an</p> <p>5 opportunity to offer points, obviously, through</p> <p>6 the different promotional programs that we'll</p> <p>7 have. And those points can be redeemed at the</p> <p>8 gas station. So going back to trying to</p> <p>9 give -- trying to eliminate a reason not to</p> <p>10 come. Okay? So it's not just giving people a</p> <p>11 reason to come. We'll certainly have</p> <p>12 entertainment, you know, lined up, obviously</p> <p>13 focusing on all the great features here in</p> <p>14 Atlantic City but also limit us two hours, tank</p> <p>15 of gas. Okay. We're going to create an</p> <p>16 additional incentive there.</p> <p>17 VICE CHAIR HARRINGTON: And the</p> <p>18 entertainment lineup is very exciting.</p> <p>19 THE WITNESS: Thank you. We actually</p> <p>20 have some more surprises to come.</p> <p>21 VICE CHAIR HARRINGTON: Wow.</p> <p>22 THE WITNESS: Bernie just had heart</p> <p>23 failure.</p> <p>24 (Laughter.)</p> <p>25 VICE CHAIR HARRINGTON: And I love the</p>	<p style="text-align: right;">152</p> <p>1 ALLEN</p> <p>2 actually, you know, revisiting of how we can do</p> <p>3 that. There's actually a tour that's out right</p> <p>4 now where that particular tour, which is Little</p> <p>5 Steven &amp; the Disciples of Soul, we're bringing</p> <p>6 in teachers from local educational</p> <p>7 establishments coming into the Hard Rocks. And</p> <p>8 we're giving our Hard Rocks, allowing them to</p> <p>9 come in, there's an educational aspect to that.</p> <p>10 And then the teachers who are offered free</p> <p>11 concert tickets that night to go see the show.</p> <p>12 Something that we're already doing. We've</p> <p>13 already done two.</p> <p>14 VICE CHAIR HARRINGTON: Great. Great.</p> <p>15 My last question is with regard to the</p> <p>16 investment that you've already made. I mean,</p> <p>17 tremendous investment. And you talked about</p> <p>18 other properties in town that have significant</p> <p>19 debt service. And we, as a Commission, have</p> <p>20 been frustrated by a lack of capital investment</p> <p>21 and capital expenditures and reinvestment. Do</p> <p>22 you expect to continue to invest in this</p> <p>23 property?</p> <p>24 THE WITNESS: I think the answer is 100</p> <p>25 percent yes. But certainly I have a</p>
<p style="text-align: right;">151</p> <p>1 ALLEN</p> <p>2 idea of theater as well.</p> <p>3 THE WITNESS: I believe our</p> <p>4 entertainment budget is \$30 million?</p> <p>5 Matt? Is that correct.</p> <p>6 MR. HARKNESS: That's right.</p> <p>7 THE WITNESS: \$30 million the first year</p> <p>8 in entertainment. That's what we've committed</p> <p>9 to.</p> <p>10 VICE CHAIR HARRINGTON: Do you</p> <p>11 anticipate including local artists or</p> <p>12 integrating that into --</p> <p>13 THE WITNESS: Well, 100 percent. I</p> <p>14 mean, so one of the things we do on a global</p> <p>15 basis is try to encourage young individuals</p> <p>16 that have interest in music to come to our</p> <p>17 locations. I was on the board of Little Kids</p> <p>18 Rock, which is the largest, you know, teacher</p> <p>19 program introducing music into the public</p> <p>20 education. I was literally just asked again</p> <p>21 last week to go back on the record board of the</p> <p>22 Rock and Roll Forever Foundation, which is a</p> <p>23 curriculum with teachers and music with Steven</p> <p>24 Van Zandt, Bruce Springsteen, Elvis Costello,</p> <p>25 the film director Martin Scorsese. So we're</p>	<p style="text-align: right;">153</p> <p>1 ALLEN</p> <p>2 responsibility to the 4,000 Tribal members. I</p> <p>3 think when we look at Hard Rock, it is not</p> <p>4 coincidental that we are the only -- in the</p> <p>5 history of gaming -- investment grade company</p> <p>6 simultaneously from Moody's, Standard &amp; Poor,</p> <p>7 and Fitch. No one else has ever had that</p> <p>8 investment rating from all three ratings</p> <p>9 agencies.</p> <p>10 So how does that come about? Well,</p> <p>11 frankly our background, we came from a little</p> <p>12 bit of a challenging background financially,</p> <p>13 and I swore I never would be in the same</p> <p>14 situation as we were as children. So I built</p> <p>15 this company based upon no debt or never having</p> <p>16 the Tribal members be in a situation where the</p> <p>17 board members or the ownership structure of</p> <p>18 Hard Rock, where we have to worry about debt.</p> <p>19 We are leveraged right now at .094. That is</p> <p>20 unheard of. You're still investment grade if</p> <p>21 you are three, four or five. Some of our peers</p> <p>22 in the industry actually get got into the</p> <p>23 middle teens. So we generate, you know, a</p> <p>24 tremendous amount of volume, and we'll make</p> <p>25 sure that we're not being strangled by debt</p>

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<p style="text-align: right;">154</p> <p>1 ALLEN 2 service. So, therefore, when we need to 3 reinvest, to your specific question, in 4 capital, yes, we are prepared to do that. 5 VICE CHAIR HARRINGTON: Okay. 6 THE WITNESS: We do not want to end up 7 with a product that ends up being second tier 8 because of capital was not reinvested. And 9 it's not just in the physical building. It's 10 in technology. It's in product. It's in game 11 selection. Those things are equally important. 12 If you look at the floors of the 13 Atlantic City casinos, not all, but we are 14 still 10, 15 years behind the times when we 15 look at the actual product that's being 16 designed by the manufacturers. 17 VICE CHAIR HARRINGTON: Okay. Thank you 18 very much. 19 THE WITNESS: You're welcome. 20 CHAIR PLOUSIS: Thank you. 21 Mr. Allen, what what's your relationship 22 with Steel Pier? 23 THE WITNESS: Steel Pier purchased -- 24 well, the Cantanoso and their partners -- the 25 Cantanoso brothers, I should say, and their</p>	<p style="text-align: right;">156</p> <p>1 ALLEN 2 CHAIR PLOUSIS: Do you see the future in 3 automobile visitors coming here? Is that why 4 you're doing the gas? Or it's going to be a 5 mix or -- 6 THE WITNESS: You know, I certainly 7 subscribe that if Atlantic City International 8 Airport can attract another carrier -- you 9 know, a few years back there was talk that 10 Southwest may do something. Certainly we're 11 not going to see the major carriers, but a Jet 12 Blue or someone like that. I just think that 13 would be tremendous for Atlantic City. So, to 14 me, that would always be something that Hard 15 Rock would always have conversation and working 16 with the CRDA, the State, whoever that may be. 17 But I also think that we cannot walk 18 away from the fact that there are 25, 30 19 million people and that still the choice of 20 transportation is their own personal vehicle. 21 I am not a proponent of train service. 22 You know, it's been tried in other markets. It 23 sounds good. And we certainly in Europe and 24 different places -- frankly, in our project in 25 Barcelona a train is going to be very important</p>
<p style="text-align: right;">155</p> <p>1 ALLEN 2 partners -- purchased Steel Pier off of Trump 3 Taj Mahal Associates I guess three four years 4 ago. Maybe a little longer now, Nick? Five 5 years. We'll have to go back to the Commission 6 on the specific date. They also then purchased 7 the bridge which connects the pier to the 8 building. We entered into a very simplistic 9 transaction with them at our expense to 10 completely renovate the exterior of that. 11 Remove all the Trump Taj Mahal facade. Repaint 12 it. We bought them signs. We completely redid 13 it. We actually upgraded the electrical. And 14 that's all at the expense of Hard Rock. 15 There is not a long-term relationship at 16 this time. We are certainly wishing them the 17 best of luck. You know, with the new Wheel. 18 But I've been very candid with the Cantanosos 19 that the level of product that's been offered 20 there in the past needs to be upgraded and, 21 hopefully, with the launch of the Wheel, 22 they'll be able to do that. The pier will be 23 repainted this year. The deck will be nice and 24 spotless like it used to be as part of our 25 deal.</p>	<p style="text-align: right;">157</p> <p>1 ALLEN 2 to us. I'm not sure people are going to leave 3 New York, take a train to Philadelphia, get out 4 of the train, come to Atlantic City. You know, 5 that whole process is very cumbersome. So rail 6 is certainly an opportunity I guess to be 7 discussed, but certainly air would be a focus. 8 We would love to be a part of it if the State, 9 the County or CRDA is interested. 10 CHAIR PLOUSIS: I have no further 11 questions. 12 MR. CASIELLO: No further questions, Mr. 13 Chairman. 14 CHAIR PLOUSIS: Thank you. 15 Mr. Allen, you're free. 16 Your next witness, please? 17 THE WITNESS: Thank you. 18 MR. CASIELLO: Mr. Harkness. 19 THE WITNESS: Mr. Chairman, 20 Commissioners, thank you very much. 21 CHAIR PLOUSIS: Thank you. 22 THE WITNESS: Maybe Matt wants the 23 laser. Don't touch the screen. 24 MR. HARKNESS: I'm not touching the 25 screen.</p>

<p style="text-align: right;">158</p> <p>1 HARKNESS - CASIELLO 2 M A T T H E W H A R K N E S S , having been first 3 duly sworn, testified as follows: 4 MR. NANCE: Please state your name for 5 the record. 6 THE WITNESS: Matthew Harkness. 7 MR. NANCE: Thank you. 8 THE WITNESS: Thank you, sir. 9 DIRECT EXAMINATION BY MR. CASIELLO: 10 Q. Talk about a tough act to follow. 11 A. Yes. 12 Q. Who are you? 13 A. My name is Matt Harkness. I'm the 14 Property President of Hard Rock Atlantic City. 15 Q. And what's your background in the 16 industry? 17 A. I've been working in the industry, as 18 Mr. Allen has, since 1979. I was in table games up 19 until -- in that period up until 1995 when I went into 20 marketing at Trump, at the time Castle, which I was 21 there when it turned into Trump Marina. I was there 22 for five years, came back to Taj Mahal, which I also 23 help opened in 1990. I came back as an Executive Vice 24 President of Marketing. And then after a year was 25 promoted to President of the Trump Plaza where I</p>	<p style="text-align: right;">160</p> <p>1 HARKNESS - CASIELLO 2 was licensed at the Four Winds by the Waukegan Gaming 3 Commission. I also had received a federal license by 4 the National Indian -- Bureau of Indian Affairs. And 5 also received a license from the Nevada Gaming Control 6 Board. 7 Q. How many people will be employed at the 8 Hard Rock Hotel &amp; Casino Atlantic City? 9 A. Well over 4,000 when you consider 10 third-party vendors. The Hard Rock staff itself will 11 be between 3500 and 4,000. And, like I said, 12 third-party vendors will add significantly to that 13 number. 14 Q. And how far along are you in the 15 process? 16 A. We're in a very good place. We have at 17 this point 3200 people who are either working at the 18 property or have an offer out to them. We have been 19 getting -- probably jump ahead of your questions, 20 Nick, I'm sorry. But we've been getting a tremendous 21 group of people coming in that have been applying. 22 The process that Hard Rock has for the group 23 interviews that Jim spoke of that are occurring at 24 Showboat has been absolutely amazing. It's been an 25 incredible thing to be a part of. We have people that</p>
<p style="text-align: right;">159</p> <p>1 HARKNESS - CASIELLO 2 stayed until 2005. 3 I left this market at that time and went 4 to the Chicago market working for the Potawatomanian 5 Indians as the COO as the Four Winds Casino, which 6 ended up being three casinos, now four casinos. I 7 stayed there and went to overseas for a year and then 8 Las Vegas. 9 And I got a call to potentially 10 interview for this position and was very excited about 11 it, to come back to this market and very happy to be 12 here. 13 Q. And just to hone in on one thing. 14 A. Yes, sir. 15 Q. Your first job was as a dealer at 16 Resorts in 1979? 17 A. Yes, sir. Well, no. The first job -- 18 first job in the industry. 19 Q. First job in the industry. 20 A. Correct. 21 Q. And have you been licensed here 22 elsewhere? 23 A. I have. I was licensing here in a 24 nongaming license very early on. I had a key license 25 here in New Jersey as well up until, I think, 2006. I</p>	<p style="text-align: right;">161</p> <p>1 HARKNESS - CASIELLO 2 are literally crying when we offer them a job at the 3 end of that process. I can give you a couple 4 statistics. Like I said, we're right around 3200. 5 And about 850 of those are Atlantic City residents. 6 Sorry. Did I jump ahead? 7 Q. You sure did. 8 A. I'm sorry. 9 (Laughter.) 10 Q. And how do you hire these people? Job 11 fairs? 12 A. Yeah. Well, it really starts out with 13 the internet. It's through social media. Our 14 internet site for hiring people is a process goes on 15 there is actually the first step. That step involves 16 filling out a form which gives us a lot of insight 17 into some of the personality traits that we're looking 18 for in service providers. So that is the first step. 19 The second step, as Nick mentioned, is 20 the job fairs. We've had multiple job fairs. They're 21 continuing as we speak. We're kind of winding down 22 that process. We'll continue hiring right up until 23 opening and, quite frankly, beyond. But like I said, 24 we're looking at about 37 to 3800 positions being 25 filled. And being at 3200 right now, we feel is a</p>

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<p style="text-align: right;">162</p> <p>1 HARKNESS - CASIELLO 2 very good place. 3 Q. What about Taj Mahal employees? 4 A. That was one of the -- thank you. The 5 first job fair we did, I couldn't -- Hard Rock had 6 been before I got here, which I thought was a 7 tremendous thing to do, was to give the people that 8 had worked at the Taj Mahal within 60 days prior to 9 its closing the first chance to -- first to do a job 10 fair. So that first job fair was those folks. 11 And I think it was a very positive 12 thing. It was something that was very well received 13 by those people. Many of the people that were 14 there -- I was actually at it and knew them from 1990, 15 believe it or not, and times I worked there up until 16 2000. So it was a very good thing to see. 17 Q. Any other special hiring programs? 18 A. We -- we obviously had job fairs at 19 Stockton, veterans, which we were invited to -- thank 20 you, Mr. Chairman. Much appreciated. We were invited 21 to that. There's -- the community outreach that we 22 have through -- we actually -- one of the gentleman 23 that we just recently hired who had worked with the 24 Jingoli Group for years is Rob Lee, who was mentioned 25 earlier. He is our new Vice President of Community</p>	<p style="text-align: right;">164</p> <p>1 HARKNESS - CASIELLO 2 forefront of that, but it's really all of us. All of 3 us are a part of that. We went to Best of Life, for 4 example. There was, I would say, seven or eight of us 5 there. 6 When we went to the community relations 7 event that was held at the local church, there was 8 literally every vice president was there, as many 9 directors were there as well. It was an opportunity 10 to talk to people, shake hands, and get to know 11 basically our neighbors. 12 Q. Tell us about your management team. 13 A. The management team is great. We -- 14 it's -- as you get the idea, I started out my career 15 in gaming here in Atlantic City. Left and had come 16 back after about 12, 13 years. There -- I'm not the 17 only one of the group that's done that. There are 18 five of us at the vice president and above level. 19 Both of the senior vice presidents, our CFO as well as 20 our chief marketing officer did the same thing. They 21 started their careers out here in Atlantic City. Left 22 to work in other markets and then came back. Two of 23 the vice presidents, the vice president of table 24 games, as well as the vice president of slots, 25 obviously two very critical departments for us, did</p>
<p style="text-align: right;">163</p> <p>1 HARKNESS - CASIELLO 2 Relations and Governmental Affairs. And part of his 3 job is doing the community outreach, and that's been 4 going on even before we brought him into this 5 position. It's been a very humbling experience to see 6 the amount of outreach that Hard Rock, as well as the 7 Jingolis and Morris families, do with the community. 8 And it really starts from an individual 9 level, person to person. It's something that, quite 10 frankly, I'm personally professionally very proud to 11 be a part of. We've been going to -- doing outreach 12 at, for example, Best of Life. Been there three times 13 and talking with folks there and doing what we can to 14 assist them with the fact that they are our neighbors. 15 But our neighborhood obviously extends beyond them. 16 It goes -- quite really the whole city. And we 17 focused primarily on -- from basically from 18 Virginia -- from Pennsylvania and Maryland down to 30. 19 We see that as kind of our core neighborhood. And Jim 20 mentioned that we had a network neighborhood meeting. 21 We're having another one coming at the end of this 22 month. Those are going to continue. The commitment 23 that Hard Rock made is to do that on a quarterly 24 basis. We continued on an outreach. Part of Rob's 25 job as a community relations person is to be the</p>	<p style="text-align: right;">165</p> <p>1 HARKNESS - CASIELLO 2 the same thing. Started their careers out -- and all 3 of us started as line level positions. Worked our way 4 up. Left the market to pursue other areas and have 5 come back here. And all of us were gainfully 6 employed. So it was a call that we got, and we all 7 said we wanted to be a part of this. 8 So in addition to those folks, the other 9 people that are in this room are extremely talented 10 people. We're very, very lucky to get the quality of 11 folks we have working for us. And a lot of that is 12 the brand. A lot of it is the building that we're 13 going to be in. But I will tell you that the brand is 14 really an attraction to a lot of people. From -- 15 honestly, from me, to the folks that we're hiring to 16 work as line on the staff. But the brand is a real 17 magnet. 18 Q. What's the status of construction? 19 A. The construction is moving along. It's 20 on schedule. It is a frantic pace as we continue to 21 do it, but it is a controlled chaos if you want to -- 22 not chaos, but it's a controlled situation. It's fun 23 to be a part of it. It's fun to see what's going on. 24 There are a lot of people on site. It's -- we 25 coordinate every day with the construction people.</p>

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<p style="text-align: right;">166</p> <p>1 HARKNESS - HOLLANDER 2 But it's -- it's really fun. 3 I've done -- this will be, I believe, my 4 ninth opening, probably my sixth as a general manager. 5 Obviously Hard Rock has done, many, many openings. 6 But this is where it really becomes fun. We're 7 getting the staff on board. The construction people 8 are finishing up, buttoning up what they have to do. 9 And that process is -- is involved in right now. As 10 Jim mentioned critical paths that show specific dates 11 that things need to be met. We're on a very good 12 path. Very good path. 13 Q. On a good path to open June 28th? 14 A. Yes, sir. 15 Q. Thank you very much. I have no further 16 questions. 17 CHAIR PLOUSIS: Jordan? 18 CROSS-EXAMINATION BY MR. HOLLANDER: 19 Q. Thank you. Good afternoon, Mr. 20 Harkness. 21 A. Certainly. 22 Q. As you mentioned, you'll be the Property 23 President and General Manager. From now until the 24 grand opening on June 28th, what is your ongoing role 25 or your day-to-day responsibilities before the</p>	<p style="text-align: right;">168</p> <p>1 HARKNESS - HOLLANDER 2 that, at least for the opening part. But that process 3 still conditions. We have to continue to identify 4 even more folks as we move along. So it's not one 5 thing that any of us in this room are going at the 6 executive level. It's really a combination of things 7 and trying to balance all that out so that we get to, 8 the 25th when we have our trial dates, our friends and 9 family date, that everything is exactly the way it 10 needs to be. 11 Q. On opening, what do you anticipate your 12 day-to-day responsibilities will be for the property? 13 A. Having done this job for a number of 14 years now -- I was promoted to general manager in 15 2000, and I've been doing really that job since then. 16 So the property president, it's really a lot of 17 things. But I will narrow it down to three very 18 specific things, at least in my mind. 19 One, it's really making sure that the 20 people that are working at the property have the tools 21 that they need in order to do their job. And it 22 sounds like a very simple thing. But those tools 23 really involve three things. One is the actual 24 physical tools that they need to actually perform 25 their function, whether it's a computer program or</p>
<p style="text-align: right;">167</p> <p>1 HARKNESS - HOLLANDER 2 opening? 3 A. That's a great question. What I do -- 4 especially up until the opening -- a lot of it is 5 coordination with construction. We have on board 6 close to 4,000 people -- well over 4,000 people when 7 you consider the third-party vendors. So there's a 8 lot of coordination that goes along with that in terms 9 of space and getting people to the right places. 10 Making sure that that's a very organized process. 11 Vendor training that occurs, as well as training with 12 staff. So that has to be coordinated. That's a huge 13 part of what I'm doing every day. Coordinating with 14 the HR, the training people, as well as with the 15 construction folks. 16 In addition to that, we're planning 17 obviously for the opening as well as beyond, working 18 with the marketing folks, working with the operational 19 areas to make sure that they have the tools necessary 20 that they need in to order to get the service -- to 21 get to the service levels that Jim spoke about. So 22 that we can really differentiate ourselves. So it's 23 not just building, this beautiful building. We have 24 to put the right people in it. So identifying those 25 people, which is getting closer to the culmination of</p>	<p style="text-align: right;">169</p> <p>1 HARKNESS - HOLLANDER 2 it's a -- the right tray to carry drinks. Sometimes 3 it's as simple as that. So and it's getting that 4 knowledge to ensure that, as managers, we have the 5 folks have to have the right tools to do their job. 6 It's also the right motivation. To 7 ensure that people are motivated in their job. These 8 are still jobs, but it doesn't mean it's not something 9 that people shouldn't enjoy doing. We want to make 10 sure people have a feeling of fun in what they do. A 11 sense of ownership in their job. And they have a body 12 in terms of we're here to listen to what concerns 13 have. Also being treated as an adult and being 14 treated as a human being and an individual. Very 15 important. 16 And the third in my mind, most important 17 component is training. It's very difficult to hold 18 somebody to a certain level to do a job if they don't 19 really know what those criteria are. So if you're not 20 training people properly, you can't really expect them 21 to do the job properly. So, in my mind, and really to 22 do all three of those things involves a lot of 23 different things over the course of a day. Working 24 with the vice presidents we work with, casino vice 25 presidents, the directors, the managers, as well as</p>

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<p style="text-align: right;">170</p> <p>1 HARKNESS - HOLLANDER 2 third-party vendors we have. Other vendors that we 3 have. Obviously talking to guests. But it really 4 comes down, when it's all said and done, to the 5 interaction of the line-level employees and the 6 supervisors have with the guests. Because they are 7 the ones that are having the most interaction with the 8 guests anybody, myself included, with making sure the 9 service is being provided correctly. 10 So it's not as simple as we saying, it's 11 a structured meeting here. It's doing this. It's 12 really doing a lot of things to ensure that all those 13 things happen. 14 Q. There have been recent media reports 15 that the Hard Rock hired the 3,000th employee, as you 16 mentioned -- 17 A. Yes. 18 Q. -- a number of positions remain to be 19 hired. And I know you've spoken to this a little bit, 20 but at hiring process, how many applications have come 21 in -- 22 A. Sure. 23 Q. -- resulted from this area? 24 A. It's mostly from this area. We've had a 25 lot of people that have been trying -- again, trying</p>	<p style="text-align: right;">172</p> <p>1 HARKNESS - HOLLANDER 2 happy we're at the point now that we are at. And 3 we're actually that's good. 4 Q. And out of that 4,000-or-so figure, what 5 is the breakdown between full-time positions 6 part-time, seasonal? 7 A. Sure. It's the -- of that group, all 8 but about 700 are full time. 9 Q. And in terms of completing your hiring 10 plan, what are the most critical areas to be left to 11 be completed for the opening? 12 A. There's still a lot of line-level 13 positions. We also have to ensure that we keep the 14 people that we've offered positions to engaged, that 15 we're communicating with them so that they are still 16 part of this process. Because mainly the folks we've 17 offered jobs to actually don't come on board until a 18 few weeks after we open and we start the training 19 process. So we need to keep them engaged. 20 Q. And what difficulties, if any, have you 21 experienced throughout this hiring and recruitment 22 process? 23 A. It's not -- knock on wood, it's really 24 going very smoothly. And I give a lot of that credit 25 to the process that Hard Rock has, that they help us</p>
<p style="text-align: right;">171</p> <p>1 HARKNESS - HOLLANDER 2 to come back to the area. People that are working in 3 Philadelphia markets. Some folks have been working to 4 Hard Rock and want to come back for family reasons. 5 So it's -- it's been a multitude of different people 6 that -- in areas that have been applying. But 7 predominantly, it has been local area. Like I said, 8 we have a lot of Atlantic City residents that have 9 applied and that we've offered employment to, which is 10 great. 11 But did that fully answer your question? 12 Did I get you there? 13 Q. I'm sorry. I know I asked multiple 14 questions. Number of applications. 15 A. I'm sorry. 16 Q. What is the response there? 17 A. Like Jim said, we're approaching 50,000 18 applicants. And that's for, you know, basically 4,000 19 jobs, which is really amazing when you consider how 20 low unemployment is right now. So we had a concern 21 about that. We had concern about specific positions, 22 that we're not seeing those concerns. There are some 23 that we're still looking to fill, obviously. And we 24 encourage people to apply on-line and still have 25 positions that we're looking to fill. But we're very</p>	<p style="text-align: right;">173</p> <p>1 HARKNESS - HOLLANDER 2 out from HR staff that came up from there to help us 3 organization the job fairs. And they've been -- if 4 you haven't been to one, it was really something to 5 see. It's an amazing process. 6 Q. And as we heard earlier, the Hard Rock 7 is hiring vice president of community relations and 8 government affairs? 9 A. Already on board. 10 Q. And what do you envision this 11 position -- what will it entail? I know you talked 12 about it a bit, but. 13 A. Sure. 14 Q. How does it fit into the overall Hard 15 Rock brand? 16 A. It's a position that I've worked with in 17 the past in -- specifically in the Chicago market. We 18 have that person. They were very involved in all the 19 charitable organizations, the charitable outreach that 20 people have. Kind of a coordinator of that, as well 21 as noncharitable community type programs that -- you 22 know, a lot of the groups that meet on a regular 23 basis, PAL, those kinds of groups that we can -- we 24 can be of assistance. There's a lot of folks that 25 work at the property that will want to volunteer. And</p>

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<p style="text-align: right;">174</p> <p>1 HARKNESS - HOLLANDER 2 we can coordinate that and move that process along. 3 So it really is the outreach person for the community. 4 As simple as that sounds, but it really is the main 5 focus of that job. 6 Q. You spoke a little about earlier on the 7 construction and how the renovation of the facility is 8 progressing. What are the main areas of focus that 9 remain between now and getting ready for the grand 10 opening? 11 A. It's -- as far as construction, it's 12 really just the finishing touches. You know, the 13 mechanical stuff, all that. It's bringing the 14 millwork that's being produced off-site and putting it 15 into place. We're in a very good place. We're in the 16 process now of setting the slot machines. One of 17 the -- having done these openings in the past, it's 18 one of the big moments is when the carpet goes into 19 the casino floor because so many things follow that. 20 The slot bases and the slot machines and table games. 21 And that process is occurring as we speak. So that's 22 moving along very well. 23 There's -- the hotel, very, very good 24 shape. The rooms are -- we're right on schedule 25 there. The restaurants continue to move on. It's --</p>	<p style="text-align: right;">176</p> <p>1 HARKNESS - HOLLANDER 2 the -- the lounges and the restaurants, there's going 3 to be four stages for us to have live music as well. 4 So the commitment back to the origins of live music in 5 the city are definitely something that Hard Rock is a 6 part of. So I think that when you think of Hard Rock, 7 you obviously think of music and you think of live 8 music. And that commitment is fully on board with 9 what we're doing. 10 Q. So would it be fair to say that one of 11 your target demographics are music fans? 12 A. Without a doubt. I think that -- Jim 13 mentioned it, you know, the international language is 14 music. So I don't think that's a small demographic. 15 I mean, it's the vast majority of people have an 16 interest in music. So I think that it's -- it's a 17 focus not just of the corporate brand, but it's 18 clearly a focus of this particular property. 19 Q. Can you describe what the flow of foot 20 traffic will be from the casino, say, if someone's 21 coming in from the parking garage or the Boardwalk. 22 A. Sure. 23 Q. What do you want them see and experience 24 when we come into the property? 25 A. That's a great question. There's been</p>
<p style="text-align: right;">175</p> <p>1 HARKNESS - HOLLANDER 2 I'm not sure if I answered all your 3 questions on that one. 4 Q. I think you have. 5 A. Okay. We're in a good place. 6 Q. As the facility has been transformed 7 into a Hard Rock branded casino and hotel, is there 8 anything specific that you wanted to see done or 9 changed in the facility in the layout? 10 A. Well, I think that, as Jim mentioned, 11 the emphasis on entertainment is -- is great. When 12 you look at what's going on in the property, the 13 investment that we've made in the Hard Rock Live, the 14 Etess Arena, it's completely different venue. I mean 15 it really is. In terms of the acoustics, the sound 16 system, the seating, the amount of people that we can 17 have enjoy concerts there. The concession area 18 outside of it. It's hard to describe just the impact 19 people are going to have when we walk in and see that. 20 It is clearly going to be a Hard Rock venue. 21 The other theater that we have that is 22 on the other side of the casino, which is about 1500 23 seats, that is being redone in such a way that it's 24 going to be definitely a better product than there was 25 in the past. There's -- between the lot -- between</p>	<p style="text-align: right;">177</p> <p>1 HARKNESS - HOLLANDER 2 an awful lot of attention on the garage. We're making 3 that into a much nicer experience than what was, quite 4 frankly, previously there and what we sometimes see in 5 other casinos. So I think that that's going to be 6 refreshing to see. The -- as the majority of the 7 people do drive in -- to your question before. The -- 8 we anticipate that it's not just 75 percent of the 9 people that are going to be parking in the garage, 10 coming down the promenade, which will be completely 11 redone. Brand new. Coming in, we're going to have a 12 card center there. I don't want to give away too much 13 in terms of what Jim was talking about with the -- the 14 escalator and stairs leading down into the atrium, but 15 that's going to be a spectacular experience. It 16 really is. I'm excited to get people to come into the 17 building to see that. Because it's -- it's in process 18 obviously. But it's -- when it's done, it will be a 19 spectacular experience. 20 So anybody that's coming from that 21 direction, I believe is going to be wowed by what they 22 see in terms of the design, the decor, the floor 23 treatments, the ceiling treatments, a lot of other 24 things that are yet to be announced. 25 Q. And the same from the Boardwalk?</p>

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<p style="text-align: right;">178</p> <p>1 HARKNESS - HOLLANDER 2 A. The Boardwalk will also be a great 3 experience. There's going to be treatments that are 4 going to be happening, as Jim touched on, at the 5 atrium at the Boardwalk. Again, not to go into 6 detail, but when you look at the building, there's 7 really not an area that has not been touched. And not 8 just, you know, wallpapered over. It's been 9 completely redone. 10 Q. And in terms of marketing in 11 anticipation of the grand opening on June 28th, what 12 kind of marketing efforts, promotions have been done? 13 Or do you plan to do? 14 A. We opened up a preview center, great 15 idea by our SVP of marketing, Tom Moyer, in the 16 outlets. In the Tanger Outlets. And that has gotten 17 huge response. We've had literally thousands of 18 people go through there as the weather has been 19 improving, which we've all been waiting for the 20 weather to improve. It's just getting a ton of 21 attention. So we have a drawing for a Tesla that is 22 in there. The car is showcased in that premiere 23 center. It's really right in the middle of that 24 center. We've been doing card promotions on the 25 internet. We already have literally 60,000 people</p>	<p style="text-align: right;">180</p> <p>1 HARKNESS - HOLLANDER 2 response? 3 A. Very much so. That's where a lot of the 4 cards are. 5 Q. Do you plan on doing any cross-marketing 6 with other Hard Rock casinos? And bringing in people 7 who might not have experienced the Atlantic City 8 market before from other Hard Rock locations? 9 A. It's something we're certainly talking 10 about. We're looking at processes to make that work. 11 There are -- it's in discussions as we speak. 12 Q. But that is something that is being 13 considered? 14 A. Yes, sir. 15 Q. You spoke briefly earlier about the 16 target demographic with the music fan, but in terms of 17 target gambler patron, is there going to be a focus of 18 bringing slot players in? 19 A. Of course. 20 Q. Is the slot player your main focus or -- 21 A. Slots and table games. I mean, slots, 22 tables, as well as retail. We're going to have an 23 incredible retail product to sell to the guests, and 24 we're very excited about that. 25 But the core market is gaming. And</p>
<p style="text-align: right;">179</p> <p>1 HARKNESS - HOLLANDER 2 that have signed up for player cards. We're going to 3 be mailing them their player cards, which is something 4 obviously that I've never done before. I think it's a 5 great idea. Those cards will be active when they come 6 into the property. So it's a completely different 7 process there. We've opened up a social gaming site 8 that's gotten a lot of traction, so we've been doing a 9 lot in terms of premarketing the property. 10 The announcement of the -- of the grand 11 opening date, that was a three-city PR event. It was 12 here, Philadelphia, and the grand event was in Times 13 Square at the Hard Rock Cafe in New York City. That 14 was an over-the-top experience with -- with so much 15 media. It was incredibly well received. We actually 16 brought media from this market up to there. So 17 there's a lot that's happening. We're -- I think that 18 we're doing a very good job making the entire East 19 Coast as well as the entire country very aware that 20 there's going to be an exceptional product opening in 21 this market in the end of June. 22 Q. And has the Hard Rock have any social 23 media reference on Instagram or Facebook? 24 A. Everywhere you can imagine. Yes. 25 Q. And has that been a very positive</p>	<p style="text-align: right;">181</p> <p>1 HARKNESS - HOLLANDER 2 we're clearly aware of what needs in order to have 3 people be interested in our product of gaming as well 4 as a retail standpoint. Myself and after many years 5 of marketing casinos in this market as well as others, 6 other people, the marketing staff that we have in 7 addition to Todd, some of the folks that were 8 mentioned here for the license, Joe Watson as well as 9 Mike Sampson, we're hiring a very, very experienced 10 and talented group. Not just in the operations area 11 but in the marketing area as well. But the goal is 12 not just to kind of market as usual. That there is -- 13 there's a sweepstake on Tuesday. There is, you know, 14 a car give-a-way on Thursday. Those are things that 15 are going to be part of our program. But we think 16 that because of our brand, we can do so much more that 17 tags us as being something as differential to the 18 market. And but without losing sight of the fact that 19 we have to make sure that we are still accommodating 20 the casino guest. 21 Q. Thank you. I have no further questions. 22 A. Thank you. 23 CHAIR PLOUSIS: Mr. Casiello? 24 MR. CASIELLO: No redirect, Mr. 25 Chairman.</p>

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<p style="text-align: right;">182</p> <p>1 HARKNESS 2 CHAIR PLOUSIS: Commissioners? 3 Commissioner Cooper? 4 COMMISSIONER COOPER: First, I would 5 also like to thank you for being here today and 6 Mr. Allen. 7 THE WITNESS: Thank you. 8 COMMISSIONER COOPER: Just want to take 9 one question a little further. And to mention 10 something that Mr. Allen had said and you said 11 as well, that music is the international 12 language. 13 THE WITNESS: Yes. 14 COMMISSIONER COOPER: And I know you 15 just started to answer that a little bit more 16 about the entertainment and music. Is there 17 anything that you would like to add with regard 18 to your beliefs or your feelings why your 19 entertainment and music policy and your 20 strategy is going to increase visits to 21 Atlantic City? You're doing something -- the 22 focus is amazing. Can you elaborate? 23 THE WITNESS: I'd be happy to. Thank 24 you for the opportunity. 25 I truly do believe that we're going to</p>	<p style="text-align: right;">184</p> <p>1 HARKNESS 2 those -- in our case, one of the big amenities 3 that we have, in addition to spectacular 4 restaurant offerings, is clearly the music. 5 And I think that's going to do a very good job 6 of bringing people to this market who either 7 haven't been here in a long time or have never 8 been here before. And I think that's what's 9 going to separate us from other competitors in 10 the East Coast. And it's going to help 11 separate Atlantic City from other cities that 12 offer gaming in the East Coast. 13 COMMISSIONER COOPER: Thank you very 14 much. 15 THE WITNESS: Thank you. 16 COMMISSIONER COOPER: Thank you. 17 VICE CHAIR HARRINGTON: I'm good. Thank 18 you. 19 THE WITNESS: Thank you. 20 CHAIR PLOUSIS: Do you plan on having a 21 beach bar this summer? 22 THE WITNESS: We do. 23 CHAIR PLOUSIS: You do? Okay. So it 24 will be open this summer as well? 25 THE WITNESS: That's our plan, sir.</p>
<p style="text-align: right;">183</p> <p>1 HARKNESS 2 grow the market because of the brand. That's a 3 big part of it. But in addition to the brand, 4 with the entertainment program that we're 5 putting together, I clearly think it's going to 6 grow the market. We're going to have a very 7 eclectic lineup, everything from country to rap 8 to, you know, classic rock and everything in 9 between. So jazz and, you know, everything you 10 can -- every genre you can think of. So with 11 all those genres represented, there's obviously 12 different people that are interested in 13 different types of music. Some of them are 14 going to be coming here because, quite frankly, 15 there's a concert. It's the most convenient 16 place to come. And, oh, by the way it's 17 Atlantic City and Atlantic City is cool. And 18 Hard Rock is very cool. So they're going to 19 come here. And what I've learned over time is 20 that, especially now in an era where there are 21 casinos very close to most people in the East 22 Coast, honestly close to most people in the 23 United States, that you need to offer amenities 24 in order to drive people from -- so they drive 25 past other casinos to get to your casino. And</p>	<p style="text-align: right;">185</p> <p>1 HARKNESS 2 CHAIR PLOUSIS: Excellent. 3 And then how many rooms will be 4 initially with the opening? 5 THE WITNESS: Just under 2,000. 6 CHAIR PLOUSIS: 2,000. 7 That's all I had, but I did want to make 8 one other statement. Mr. Allen mentioned about 9 the environment and the city that, you know, 10 there's some challenges here. And as you 11 mentioned, there is a new governor and the new 12 mayor is committed to getting Atlantic City 13 right. And I know there's changes in the CRDA. 14 There's changes throughout government. We have 15 a new mayor. And everybody realizes that this 16 is our best second chance for a rebirth of 17 Atlantic City. I'm confident Governor Murphy, 18 he has showed everything in regards to those 19 appointments in the CRDA and other places that 20 he sees Atlantic City as a viable engine for 21 South Jersey. And I think we're all going to 22 get it right all the way around at this time. 23 So I just wanted to address that. 24 THE WITNESS: Thank you, Chairman. 25 CHAIR PLOUSIS: Thank you.</p>

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186	<p>1 ITEM NO. 17</p> <p>2 MR. CASIELLO: No further questions.</p> <p>3 You may --</p> <p>4 THE WITNESS: Good to go?</p> <p>5 MR. CASIELLO: You may step down.</p> <p>6 THE WITNESS: Thank you.</p> <p>7 CHAIR PLOUSIS: Is there any additional</p> <p>8 testimony?</p> <p>9 MR. CASIELLO: No further witnesses, Mr.</p> <p>10 Chairman.</p> <p>11 CHAIR PLOUSIS: Hearing none, we are</p> <p>12 going to take a ten-minute recess and</p> <p>13 deliberate, and we'll be back, five after two</p> <p>14 then.</p> <p>15 MS. FAUNTLEROY: Do either counsel want</p> <p>16 an opportunity to close?</p> <p>17 MR. HOLLANDER: Yes, Mr. Chairman.</p> <p>18 CHAIR PLOUSIS: Oh, I'm sorry.</p> <p>19 MR. HOLLANDER: Thank you. Thank you,</p> <p>20 Chairman and Commissioners.</p> <p>21 As noted earlier, HR Atlantic City holds</p> <p>22 a Statement of Compliance issued in 2015</p> <p>23 finding it, along with its relevant</p> <p>24 intermediary companies, natural personal</p> <p>25 qualifiers, qualified in connection with that</p>	188	
187	<p>1 ITEM NO. 17</p> <p>2 proceeding. The Division has conducted a</p> <p>3 thorough investigations as reflected in our</p> <p>4 reports in evidence to update the Commission on</p> <p>5 HR Atlantic City and its relevant intermediary</p> <p>6 companies and natural person qualifiers as well</p> <p>7 as new natural person qualifiers.</p> <p>8 As set forth in the record, this updated</p> <p>9 review included investigation into the</p> <p>10 continued qualification of Seminole HR</p> <p>11 Holdings, the ultimate parent company of HR</p> <p>12 Atlantic City, and its natural person</p> <p>13 qualifiers. This investigation also included a</p> <p>14 review and analysis as detailed in our reports</p> <p>15 on Seminole HR Holdings' business operations.</p> <p>16 The Division also thoroughly investigated</p> <p>17 Boardwalk 1000 and its relevant holding</p> <p>18 companies entity qualifiers, financial sources,</p> <p>19 and natural person qualifiers as reflected in</p> <p>20 our reports.</p> <p>21 Further, our reports detailed the</p> <p>22 Division's investigation into the</p> <p>23 qualifications of Tristate Partners as part</p> <p>24 owners of Boardwalk 1000 and its relevant</p> <p>25 holding companies and natural person</p>	<p>1 ITEM NO. 17</p> <p>2 qualifiers.</p> <p>3 The Division report submitted into</p> <p>4 evidence addressed the historical background of</p> <p>5 this casino project. The individuals and</p> <p>6 entities required to be qualified, their</p> <p>7 compliance and audit committees, plans and</p> <p>8 charters, their equal employment business</p> <p>9 opportunity plan, as well as the Division's</p> <p>10 financial review and analysis of both casino</p> <p>11 applicants.</p> <p>12 In conclusion, based upon the Division's</p> <p>13 reports and analyses and the testimony</p> <p>14 presented today, the Division respectfully</p> <p>15 submits that the Commission has the necessary</p> <p>16 information to find the required entities and</p> <p>17 individuals have established by clear and</p> <p>18 convincing evidence their qualifications and to</p> <p>19 grant casino licenses to Boardwalk 1000, LLC,</p> <p>20 and HR Atlantic City, LLC.</p> <p>21 Accordingly, the Division recommends the</p> <p>22 Commission grants the requested relief.</p> <p>23 Thank you very much.</p> <p>24 CHAIR PLOUSIS: Thank you.</p> <p>25 Commissioners, any other questions?</p>	189

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<p style="text-align: right;">190</p> <p>1 ITEM NO. 17 2 CHAIR PLOUSIS: Thank you. We're back 3 in session. 4 We are here today to consider the 5 application of HR Atlantic City and Boardwalk 6 1000 for casino licenses. Boardwalk 1000 as 7 owner and operator of the Hard Rock Hotel &amp; 8 Casino Atlantic City and HR Atlantic City as 9 the casino manager. For simplicity, I'll refer 10 to both of them as "Hard Rock." 11 As this hearing today, it is for us to 12 determine whether Hard Rock and related 13 entities have established by clear and 14 convincing evidence that it meets the statutory 15 standards set forth in the Act for casino 16 licensure. 17 Although this is Hard Rock's first 18 casino license proceeding, Mr. Allen and Hard 19 Rock are not strangers to this commission. Mr. 20 Allen got his start in gaming in Atlantic City 21 in 1979 and has often publicly expressed 22 interest in returning to Atlantic City if the 23 right opportunity arose. In fact, as early as 24 2011, Hard Rock expressed an interest in 25 participating in a PILOT Program to manage a</p>	<p style="text-align: right;">192</p> <p>1 ITEM NO. 17 2 such, and recommended their continual 3 qualification. Additional officers and key 4 qualifiers were identified by the Director as 5 required by qualifiers which we reviewed and 6 approved with our earlier votes. 7 Hard Rock's efforts in bringing its 8 brand to Atlantic City are noteworthy. Shortly 9 after acquiring the former Taj Mahal in March 10 2017, Hard Rock's owners immediately began the 11 process of designing and transforming the 12 property into a Hard Rock Casino &amp; Hotel 13 Atlantic City. In addition to the 50,000 -- 14 the \$50 million acquisition cost, Hard Rock has 15 invested over \$485 million to transform the 16 property into a Hard Rock branded resort. 17 As detailed in the testimony and 18 reflected in the artist's renderings today 19 introduced into the record, Hard Rock offerings 20 included 119,000 square foot gaming floor, 21 expected to contain 2,144 new slot machines and 22 120 new table games; a 402-seat Hard Rock Cafe 23 adjoining the casino floor, that is expected to 24 contain 16 bartop slot casino machines; 25 approximately 1,900 hotel rooms, consisting of</p>
<p style="text-align: right;">191</p> <p>1 ITEM NO. 17 2 boutique casino. Although that effort did not 3 pan out, Hard Rock continued to explore 4 opportunities to enter the New Jersey gaming 5 market and readied itself accordingly. In 6 January 2015, the Hard Rock, as then 7 constituted, obtained a Statement of Compliance 8 from the Commission. 9 The Statement of Compliance process is a 10 rigorous process which required Hard Rock and 11 its individual qualifiers to meet the 12 requirements for good character, honesty, 13 integrity; business ability and casino 14 experience; and financial integrity and 15 responsibility, all criteria that must be met 16 in order for an applicant to obtain a casino 17 license. 18 Several of the Hard Rock entities and 19 individual qualifiers which the Commission 20 found qualified in 2015 are part of the current 21 application for casino licensing. The 22 Division's licensing reports on this matter 23 identified current role of each of those 24 business entities and individual qualifiers. 25 Updated to -- updated its investigations as to</p>	<p style="text-align: right;">193</p> <p>1 ITEM NO. 17 2 14,00 standard hotel rooms and 500 suites; 3 eleven food and beverage operations, including 4 a 550-seat buffet and seafood restaurant; a 5 Hard Rock Live showroom which will be 6 approximately 63,000 square feet, approximately 7 40,000 square foot convention center and 8 meeting space; complete renovation of pool and 9 sun deck; a complete transformation of the 10 exterior of the property to fully integrate the 11 Hard Rock brand, including a 53-foot guitar in 12 its entrance area. 13 Mr. Allen testified that the Hard Rock 14 brand offers customers an experience that 15 combines music, memorabilia, merchandise, menu, 16 and memorable moments. Its target customer is 17 musically interested. The testimony and 18 evidence submitted present a picture of a 19 company that has successfully incorporated 20 casino gaming into an entertainment company 21 that got its start using a vast collection of 22 rock-and-roll memorabilia to attract patrons to 23 its cafes. 24 Hard Rock has engaged in an aggressive 25 marketing campaign to reintroduce the property</p>

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<p>1 ITEM NO. 17</p> <p>2 to the market and create a sense of excitement</p> <p>3 and energy around its reopening. It has</p> <p>4 engaged in multifaceted marketing campaigns,</p> <p>5 including using the internet, social media,</p> <p>6 direct mail, media events, and community</p> <p>7 outreach. In April it announced its</p> <p>8 anticipated June 28th, 2018, grand opening in</p> <p>9 New York with live streams to Atlantic City and</p> <p>10 Philadelphia.</p> <p>11 On December 19th, 2017, the Commission</p> <p>12 approved the Management Agreement between</p> <p>13 Boardwalk 1000 as owner and operator of Hard</p> <p>14 Rock and HR Atlantic City as the casino</p> <p>15 manager. Hard Rock has submitted sufficient</p> <p>16 evidence to establish that it has sufficient</p> <p>17 business ability and casino experience to</p> <p>18 establish that it can maintain a successful and</p> <p>19 efficient casino operation. As noted in the</p> <p>20 Division Reports as of 2017, there were eight</p> <p>21 Hard Rock licensed hotel casinos and three Hard</p> <p>22 Rock managed casinos.</p> <p>23 In addition, Hard Rock's holding</p> <p>24 company, Seminole HR Holdings, LLC, owns and</p> <p>25 operates 64 Hard Rock Cafes and five hotel</p>	<p>1 ITEM NO. 17</p> <p>2 Rock brand, Hard Rock will be competitive and</p> <p>3 achieve its projected operating results which</p> <p>4 the Division proffers are reasonable and</p> <p>5 obtainable. However, given the ongoing</p> <p>6 intensity of the regional competition from</p> <p>7 Pennsylvania, New York, Maryland, Connecticut,</p> <p>8 and other regional markets as well as the</p> <p>9 anticipated opening of Ocean Resorts, ongoing</p> <p>10 vigilance required -- regarding Hard Rock's</p> <p>11 financial stability is important to Atlantic</p> <p>12 City's ongoing resurgence.</p> <p>13 Worth noting, however, is that the</p> <p>14 Division reports of Hard Rock's financial</p> <p>15 vehicles do not provide -- provide some</p> <p>16 flexibility should Hard Rock not meet its</p> <p>17 anticipated operating results. As Mr. Allen</p> <p>18 noted several times, Hard Rock AC has no public</p> <p>19 debt. Further, the Division indicates that it</p> <p>20 intends to monitor Hard Rocks financial</p> <p>21 conditions going forward through the financial</p> <p>22 reporting requirements contained in the</p> <p>23 Division's regulations without the need for us</p> <p>24 to impose specific additional financial</p> <p>25 conditions.</p>
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<p>1 ITEM NO. 17</p> <p>2 retail stores, and it manages an additional two</p> <p>3 cafes. There are 109 Hard Rock Cafe franchises</p> <p>4 as of 2017. Both Mr. Allen and Mr. Harkness</p> <p>5 have extensive backgrounds in gaming</p> <p>6 operations, and I wholeheartedly believe that</p> <p>7 they are well equipped to effectively manage</p> <p>8 Hard Rock Atlantic City.</p> <p>9 The Atlantic City gaming market is on</p> <p>10 the cusp of resurgence. An applicant's</p> <p>11 financial stability is, therefore, one of the</p> <p>12 most important licensing criteria to be</p> <p>13 reviewed. The Casino Control Act requires that</p> <p>14 an applicant for a casino license establish its</p> <p>15 ability to comply with the five financial</p> <p>16 stability standards set forth in Section 84a of</p> <p>17 the Act: The ability to maintain an adequate</p> <p>18 casino bankroll; to meet ongoing operating</p> <p>19 expenses; to pay all taxes and fees; to fund</p> <p>20 capital and maintenance expenditures; and to</p> <p>21 satisfy debt service obligations.</p> <p>22 The Division's Reports note and the</p> <p>23 testimony of Mr. Allen and Mr. Harkness</p> <p>24 elaborated, given the level of investment made</p> <p>25 in the property, the popularity of the Hard</p>	<p>1 ITEM NO. 17</p> <p>2 With these necessary safeguards, I'm</p> <p>3 satisfied that Boardwalk 1000 and HR Atlantic</p> <p>4 City have demonstrated its financial stability</p> <p>5 under the Act necessary for them to obtain</p> <p>6 casino licensure.</p> <p>7 We have heard Mr. Allen describe many of</p> <p>8 the planned amenities throughout the property,</p> <p>9 as well as his marketing plan and his vision</p> <p>10 for Hard Rock and Atlantic City. I, for one,</p> <p>11 are placing a great deal of confidence in you,</p> <p>12 Mr. Allen, and your team.</p> <p>13 We all know Atlantic City needs to be</p> <p>14 broadened its appeal and bring people here for</p> <p>15 a lot more than just gaming. It appears that</p> <p>16 you and Hard Rock will do just that. The place</p> <p>17 hasn't opened yet, but Hard Rock has booked</p> <p>18 live entertainment in its theaters, its arenas,</p> <p>19 and in its lounges for virtually every night</p> <p>20 that summer. That emphasis on broad spectrum</p> <p>21 of entertainment, together with the array of</p> <p>22 restaurants and other attractions, should help</p> <p>23 Hard Rock tap into the segment of the market</p> <p>24 that doesn't come here today.</p> <p>25 This company has come a long way from a</p>

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<p style="text-align: right;">198</p> <p>1 ITEM NO. 17 2 little London diner in 1971 to a multinational 3 entertainment corporation that has made an 4 enormous social and cultural impact around the 5 world. It has helped countless artists to 6 establish themselves in the music industry and 7 showcased some of the finest entertainers 8 today. I hope it can do the same for Atlantic 9 City. 10 From today's -- from today's testimony 11 and presentation, as well as the reports of the 12 Division, in my view, Boardwalk 1000 and HR 13 Atlantic City have carried the burden and 14 satisfied the criteria for the issuance of a 15 casino license. 16 Accordingly, I now move that the 17 Commission adopt the draft resolution and issue 18 a casino licenses to Boardwalk 1000 and HR 19 Atlantic City in accordance with the findings 20 and the rulings stated in the resolution. 21 Do I have a second? 22 VICE CHAIR HARRINGTON: I'll second 23 that. 24 CHAIR PLOUSIS: Discussion? 25 COMMISSIONER COOPER: Mr. Chairman, I</p>	<p style="text-align: right;">200</p> <p>1 ITEM NO. 17 2 Sitting here today and listening to 3 everything that has been presented to us, I am 4 certainly impressed with the variety of 5 restaurants, the spa and fitness center, the 6 retail shopping, and all the other amenities. 7 I am impressed with the total refurbishment of 8 the property from top to bottom, and with an 9 exceptional team that Hard Rock has put 10 together to run this facility. But on a 11 personal note, I am thrilled by their 12 commitment to live entertainment. 13 Several weeks ago when Hard Rock held 14 its press conference and announced the 15 entertainment lineup for Atlantic City, I was 16 overjoyed. This property will be filled with 17 music from live musicians and entertainers from 18 a wide variety of styles and genres. From a 19 musician or an entertainers' perspective, there 20 is nothing, nothing more exciting than 21 interacting with an audience, whether it's 22 performing in an intimate cocktail lounge or a 23 piano bar or entertaining at a high-roller 24 party and dinner dance for a thousand people. 25 And for the audience, there is nothing, nothing</p>
<p style="text-align: right;">199</p> <p>1 ITEM NO. 17 2 have a few words I would like to say. 3 Before I became the Commissioner, I was 4 in the music and entertainment business for 5 almost 40 years. When Resorts opened in 1978, 6 I was one of the first entertainers to perform 7 in the Rendezvous Lounge. Live music and 8 entertainment was such an important part of the 9 casino experience. So as a professional 10 musician, one who has entertained in virtually 11 every one of the casino hotels here, it is hard 12 to put into words how excited I am about Hard 13 Rock coming to Atlantic City. 14 Prior to casinos, Atlantic City was an 15 entertainment mecca for decades from Sousa to 16 Sinatra, the Beatles to Pavarotti, Martin and 17 Lewis to Steve and Eydie, casinos meant jobs, 18 jobs for musicians, for singers, for dancers. 19 Back in the beginning, there was 20 actually a requirement that casinos have live 21 entertainment in their theaters every night. 22 But times changed, and house bands were 23 replaced with prerecorded music. So many 24 extremely talented people lost their jobs, 25 their livelihoods, and so many moved away.</p>	<p style="text-align: right;">201</p> <p>1 ITEM NO. 17 2 that compares to the excitement and enjoyment 3 of hearing live music and seeing live 4 entertainers. Entertainment. Jim Allen said 5 that music is in their DNA, and I am delighted 6 that it will now be part of Atlantic City's 7 DNA, too. 8 I support the motion. 9 CHAIR PLOUSIS: Roll call, please. 10 MS. FAUNTLEROY: Commissioner Cooper? 11 COMMISSIONER COOPER: Yes. 12 MS. FAUNTLEROY: Vice Chair Harrington? 13 VICE CHAIR HARRINGTON: Yes. 14 MS. FAUNTLEROY: And Chairman Plousis? 15 CHAIR PLOUSIS: Yes. 16 Thank you. 17 MS. FAUNTLEROY: Thank you. 18 CHAIR PLOUSIS: Congratulations. 19 MR. CASIELLO: Thank you, Mr. Chairman 20 and Commissioners. 21 VICE CHAIR HARRINGTON: Congratulations. 22 MS. FAUNTLEROY: Anything else? 23 MS. JONES: No. We're good. 24 CHAIR PLOUSIS: I'll let -- while our 25 Hard Rock friends are leaving, I know you had</p>

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<p>1 ITEM NO. 11</p> <p>2 Rita in your first facility, but we have a</p> <p>3 gentleman here who spent 38 years in the Casino</p> <p>4 Control Commission, Tony DiFlorio, and this is</p> <p>5 his last meeting.</p> <p>6 So, Tony, can you wave to the crowd</p> <p>7 here?</p> <p>8 (Applause.)</p> <p>9 CHAIR PLOUSIS: Your Rita is better</p> <p>10 looking than he is.</p> <p>11 MS. FAUNTLEROY: We do have one more</p> <p>12 agenda item, but we'll give five minutes to</p> <p>13 clear the room.</p> <p>14 (There was a pause in the proceedings</p> <p>15 from 2:30 to 2:37 p.m.)</p> <p>16 MS. FAUNTLEROY: All right. So this</p> <p>17 matter, Mr. Chairman and Commissioners, is Item</p> <p>18 No. 11, application for suspension in State</p> <p>19 versus Carmen Martinez.</p> <p>20 CHAIR PLOUSIS: Thank you.</p> <p>21 Counsel, can you enter your --</p> <p>22 I'm sorry.</p> <p>23 MS. FAUNTLEROY: Senior Counsel</p> <p>24 Pimpinelli will set it up for you.</p> <p>25 MS. PIMPINELLI: Chairman and</p>	<p>1 ITEM NO. 11</p> <p>2 Miss Martinez subsequently waived her</p> <p>3 right to indictment and was charged by way of</p> <p>4 accusation on February 1st, 2018, with one</p> <p>5 count of third-degree theft of deception in</p> <p>6 violation of NJSA 2C:20-4.</p> <p>7 The accusation alleged that Ms. Martinez</p> <p>8 falsely claimed the property on Federal and</p> <p>9 State application forms to be her primary</p> <p>10 residence when it was not and that she obtained</p> <p>11 a FEMA grant of \$9,900.75, a Homeowner</p> <p>12 Resettlement Program Grant of \$10,000, and</p> <p>13 \$15,000 in Sandy Homeowner Renter Assistance</p> <p>14 Program funds as a result.</p> <p>15 On April 2nd, 2018, Ms. Martinez was</p> <p>16 accepted into the Pretrial Intervention Program</p> <p>17 for a period of 12 months, ending in April</p> <p>18 2019. Also, on the date of the order, a</p> <p>19 postponement was entered and this matter</p> <p>20 remains pending.</p> <p>21 This charges and the underlying conduct</p> <p>22 itself are disqualifying pursuant to Sections</p> <p>23 86c(1), 86d and 86g of the Casino Control Act.</p> <p>24 Furthermore, given the charges and</p> <p>25 alleged conduct, Miss Martinez lacks the good</p>
203	205
<p>1 ITEM NO. 11</p> <p>2 Commissioners, as Miss Fauntleroy indicated,</p> <p>3 this is the suspension and Complaint of State</p> <p>4 of New Jersey versus Carmen Martinez. For your</p> <p>5 consideration this morning is for the</p> <p>6 suspension portion.</p> <p>7 Mr. Levin is here to behalf of Miss</p> <p>8 Martinez. Jordan Hollander is on behalf of the</p> <p>9 Division. Since it's the Division's Complaint,</p> <p>10 they may go first.</p> <p>11 MR. HOLLANDER: Thank you. Chairman and</p> <p>12 Commissioners. Jordan Hollander on behalf of</p> <p>13 the Division of Gaming Enforcement.</p> <p>14 On April 26, 2018, the Division filed a</p> <p>15 Complaint in an application for suspension in</p> <p>16 this matter. As set forth in the Division's</p> <p>17 Complaint, Miss Martinez was charged on</p> <p>18 December 6, 2017, with one count of</p> <p>19 third-degree theft by deception in violation of</p> <p>20 NJSA 2:C-20-4 and one count of unsworn</p> <p>21 falsification in violation of NJSA 2C:28-3 in</p> <p>22 connection with applications for State and</p> <p>23 Federal disaster relief funds for damages</p> <p>24 sustained to a property as a result of</p> <p>25 Superstorm Sandy.</p>	<p>1 ITEM NO. 11</p> <p>2 character, honesty, and integrity required of a</p> <p>3 casino key employee by Section 82b(2) of the</p> <p>4 Act.</p> <p>5 Due to the serious nature of the charged</p> <p>6 offenses and nature of the underlying conduct,</p> <p>7 the Division respectfully requests the</p> <p>8 immediate suspension of Miss Martinez's key</p> <p>9 employee license pending the final resolution</p> <p>10 of this matter or revocation hearing.</p> <p>11 Thank you.</p> <p>12 CHAIR PLOUSIS: Thank you.</p> <p>13 Counsel?</p> <p>14 MR. LEVIN: May it please the</p> <p>15 Commission, Mr. Chairman, Miss Vice Chair, Miss</p> <p>16 Commissioner, my name is Joseph Levin. I'm an</p> <p>17 attorney with Levin, Pisetzner &amp; Levin. I</p> <p>18 represent Miss Martinez.</p> <p>19 It may -- I want to apologize that I did</p> <p>20 not bring a presentation for you today. That</p> <p>21 was very impressive, by the way, and it was</p> <p>22 interesting to watch.</p> <p>23 Miss Martinez comes before the</p> <p>24 Commission today as a married mother of two</p> <p>25 who -- two children whom she supports. She's</p>

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<p style="text-align: right;">206</p> <p>1 ITEM NO. 11 2 worked in the casino industry for 37 years. 3 She's been a supervisor in the casino industry 4 for 34 years. During all of those years, Miss 5 Martinez has had an unblemished record of 6 outstanding service, and she's been a person of 7 high moral character. That remains true today. 8 There was a criminal case, and I'm going 9 to explain that. I'm going to take a few 10 moments and make it-- I'm going to summarize 11 it. Miss Martinez owns two properties. She 12 owns a property in Galloway Township, and she 13 owns a property in Atlantic City. After 14 Hurricane Sandy, the one in Atlantic City was 15 damaged. A lot of properties were damaged on 16 the Island. Hers was one of them. Miss 17 Martinez applied for aid under the REM program. 18 She was granted all together in the aggregate 19 about \$34,000 in aid and she was given that 20 grant. 21 Subsequently, the State did an audit of 22 all these grants, and the State took the 23 position -- this was the Division of Criminal 24 Justice -- that Miss Martinez was not entitled 25 to those funds because that was not her primary</p>	<p style="text-align: right;">208</p> <p>1 ITEM NO. 11 2 that point spend about \$50,000 litigating the 3 case over about a year, year and a half, file 4 motion after motion, possibly get it dismissed. 5 But if it doesn't get dismissed, then we'd have 6 to get experts. We'd have to get to trial. It 7 would take about a year, year and a half. Or 8 even though she's innocent, she could have been 9 accepted into the Pretrial Intervention 10 Program, which is a program which I'm going to 11 explain in a minute, repay the \$34,000, and 12 that the case would be over much, much faster. 13 It would be faster. It would be cheaper. And 14 it will allow her to return to work at Bally's. 15 When she got charges -- we were in touch 16 with Bally's the entire time. She cherishes 17 her job as a floor supervisor. We were in 18 touch with Bally's. They are very, very good. 19 And what ended up happening was, once she was 20 charged, Bally's suspended her, and even though 21 we maintained her innocence, they felt she had 22 to under the provisions that they had to 23 suspend her. So they suspended her. But we 24 kept them apprised every month. And usually 25 they only give you 30 or 60 days to wrap it up,</p>
<p style="text-align: right;">207</p> <p>1 ITEM NO. 11 2 residence. They took the position she lived in 3 Galloway Township and not Atlantic City. 4 We had boxes of documents. We went back 5 and forth, and we disputed that position. And 6 our position was Miss Martinez was a hundred 7 percent innocent of all charges. We thought 8 that we could show that. We went back and 9 forth, back and forth with paperwork. And what 10 ended up happening was, we were unable to come 11 to an agreement, but the State understood that 12 there were a lot of mitigation -- there was a 13 lot of mitigation here. There was a lot of 14 argument could be made that she was innocent. 15 So what we did was, we had a choice. 16 Miss Martinez had a choice. Was around 17 November, around Thanksgiving. And they 18 decided they were going to go forward. She had 19 the choice. Miss Martinez could at that time 20 litigate the case. She was charged around 21 December 6th, I believe. And when she was 22 charged -- and the Attorney General from the 23 Division of Criminal Justice -- he was very 24 nice. We had a good rapport back and forth. 25 But Miss Martinez had a choice. She could at</p>	<p style="text-align: right;">209</p> <p>1 ITEM NO. 11 2 and then they terminate you. They let Miss 3 Martinez get a number of extensions because 4 she's a valued employee. And as soon as she 5 got into PTI and they understood the situation, 6 they allowed her to return to work, and she's 7 presently working at Bally's. 8 PTI. It's important to understand PTI. 9 In this particular case, PTI does not mean -- 10 some people plead guilty and enter into PTI. 11 Because it's a program for first offenders. 12 And if you complete the program, the case is 13 dismissed. You don't have to plead guilty to 14 be PTI. In fact, the guidelines for PTI -- and 15 I brought the PTI book, and I made copies of 16 the guidelines. Enrollment of the PTI program 17 is broad enough for persons who have maintained 18 their innocence, and they should be permitted 19 to also apply. And Miss Martinez has 20 maintained her innocence from day one. 21 And what you have is a situation here is 22 where she made a cost/benefit analysis. She 23 said, if I go through the whole litigation 24 process and spend \$50,000 and I prove -- she 25 wouldn't have to prove it criminal trial, but</p>

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<p style="text-align: right;">210</p> <p>1 ITEM NO. 11 2 the State would have to prove -- my innocence, 3 a year and a half, I'm not going to have a job. 4 I'll be fired because it's too long. Bally's 5 won't keep my job anymore. So instead she 6 accepted PTI. And as soon as she accepted PTI, 7 she paid \$34,000 in restitution. We have a 8 receipt for the money that was paid. They also 9 asked her to perform 25 hours of community 10 service. She did that. 11 And the Attorney General actually agreed 12 this is very unique. Agreed on the record, and 13 I have the transcript of that. That she could 14 apply to have PTI terminated and get it done 15 once she completed those conditions. 16 I just became aware of this motion 17 Friday? Or Monday. I think Friday. I would 18 have already had that done if I knew -- for 19 example, if this was on the June or July 20 docket, I could tell this commission, she would 21 be dismissed. The case would be dismissed 22 because she's completed all her conditions. I 23 have her receipt. I have her proof of 24 community service. I have her PTI paperwork 25 showing all the conditions.</p>	<p style="text-align: right;">212</p> <p>1 ITEM NO. 11 2 Bally's took her back, and they've given her 3 her job, and she's a valued employee there. 4 And the question is, why now? I would 5 ask the Commission. And what I'm saying is if 6 you -- this is -- if she's not suspended and we 7 were given a little bit of time -- or we 8 request a hearing. And in the meantime, I can 9 come back with an order showing the case has 10 been dismissed. And you have to under the law 11 wait six months under the law to apply for an 12 expungement after that. That seems like the 13 just result in this particular case, to allow 14 her to keep working. 15 She signed an agreement when she went 16 back to Bally's and, quite frankly, I'm going 17 to -- I throw myself on the sword a little bit. 18 The Attorney General was so -- we had such a 19 good rapport back and forth, and he felt for 20 Mrs. Martinez, I think. I think I could have 21 worked into PTI on any offense. I didn't have 22 to pick a disqualification offense. But I was 23 under the impression that we never were going 24 to be here. So we picked the most -- the 25 easiest offense under the circumstances. We</p>
<p style="text-align: right;">211</p> <p>1 ITEM NO. 11 2 So this is a situation where essentially 3 she's done PTI. I anticipate the judge, under 4 the agreement, is going to terminate her PTI 5 favorably, and then she has to wait six months 6 after that to get it dismissed. 7 I understand -- I don't do this type -- 8 you don't see in before of the Commission very 9 much. I've haven't been here in years. I 10 can't remember the last time I was here. And I 11 read the law. And I understand that under the 12 circumstances because she's charged with a 13 disqualifying offense that this commission has 14 the ability to suspend her right now. And it 15 might be even common to suspend her because 16 she's charged with a disqualifying offense. 17 But in this particular case -- I'm not saying 18 this is the norm. I'm saying this is very, 19 very much not the norm. In this particular 20 case, I think Miss Martinez -- who I think we 21 can certainly prove her innocence. She's been 22 a valued employee in the casino industry for I 23 think some -- a gentleman here, you said 38 24 years. She's been here for 37 years, one year 25 less. And she's now working at Bally's.</p>	<p style="text-align: right;">213</p> <p>1 ITEM NO. 11 2 could have picked a different offense for her 3 to go in and waive her right and proceed by way 4 of accusation. 5 But I think in the -- I think the 6 interesting point that -- well, it was 7 interesting to me. It might not be interesting 8 to you. She's charged on December 6th-ish, 9 somewhere around that, of 2017. At that point, 10 no one moved to revoke her license or to 11 suspend her. It's now May. She's now done 12 everything she can do to put the case behind 13 her. Everything she could do to make it as 14 fast as possible. And instead of fighting the 15 case -- the only reason she didn't fight the 16 case -- two reasons probably. One is 17 monetarily it would have been very expensive. 18 But the second reason is, she wanted to get 19 back to her job. So what's the fastest way to 20 get back to the job? So the Division didn't 21 move for any sort of suspension from December 22 all the way through May -- or April 27th, I 23 think, is when they moved. All those months 24 they didn't move for anything under the 25 circumstances. So now she has her job back.</p>

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<p style="text-align: right;">214</p> <p>1 ITEM NO. 11 2 She's working again. She's about to get a 3 dismissal order very, very soon. Now the 4 Commission moves to suspend her. Now it's 5 urgent that she be suspended. 6 I understand that the Commission has the 7 authority to do so. And I even understand it 8 might be the norm to do so. But in this 9 particular case, with Miss Martinez's track 10 record, unbelievable track record over 37 years 11 of service in the casino industry, where she 12 showed good character, respectfully requesting 13 that she not be suspended. And we can ask for 14 an expedited hearing that we would provide the 15 case proof that the case was dismissed. When 16 she's eligible for an expungement, we're going 17 to move for that. 18 And, again, I guess interesting thing -- 19 and just interesting to me is Miss Martinez 20 doesn't need a key license for her position, 21 but that's the only license she has. Because 22 way back, I guess when she applied for a 23 license, that's what she was told to do. So 24 that's kind of another -- another interesting 25 fact.</p>	<p style="text-align: right;">216</p> <p>1 ITEM NO. 11 2 CHAIR PLOUSIS: Now, when she was 3 charged, where did she live? 4 MS. MARTINEZ: In Atlantic City. 5 MR. LEVIN: Yeah. What ended up 6 happening was, she lived in Atlantic City. And 7 we took the position that that was her primary 8 residence. She owned a property in Galloway 9 that was rented out. But Miss Martinez did not 10 ever formally engage in any sort of a lease. 11 So while we took the position that we had some 12 witnesses, we didn't have any paperwork to show 13 she had rented the Galloway property out. So 14 what ended up happening is, we went back and 15 forth. And the Attorney General's Office was 16 like, you really can't prove it without the 17 paperwork. And our position back was simply 18 because she didn't get a proper lease agreement 19 doesn't mean it didn't happen. And the people 20 that had leased the property at the time of 21 Sandy had moved, and we were having a hard time 22 locating them. But we were still trying 23 through the investigator. But we can did have 24 witnesses that she does in live in Atlantic 25 City. The Atlantic City property has a number</p>
<p style="text-align: right;">215</p> <p>1 ITEM NO. 11 2 And she's been given some responsibility 3 because of that license over the years I think 4 some people don't have. 5 So I don't know if you have any 6 questions. I can certainly answer any 7 questions about the criminal case. I can 8 answer about questions about the charges. I 9 can answer any questions about Miss Martinez. 10 Any questions, I'll try to answer. If you have 11 any. 12 CHAIR PLOUSIS: Where -- where does she 13 live? 14 (Conferring.) 15 MR. LEVIN: Do you live back in Atlantic 16 City? 17 Now? You're talking about now? 18 CHAIR PLOUSIS: Correct. 19 MS. MARTINEZ: In Atlantic City. 20 MR. LEVIN: In Atlantic City? 21 CHAIR PLOUSIS: In the property that was 22 renovated? 23 MS. MARTINEZ: Uh-hum. 24 MR. LEVIN: That's correct. I mean, it 25 would be --</p>	<p style="text-align: right;">217</p> <p>1 ITEM NO. 11 2 of actual residences in it; correct? 3 MS. MARTINEZ: Uh-hum. 4 MR. LEVIN: She does rent some of the 5 property, and she lives in some of the 6 property. But it is right here in Atlantic 7 City, and she's lived and worked here for 8 decades; right? 9 CHAIR PLOUSIS: And her casino license 10 is where out of what residence? 11 MR. LEVIN: Bally's? 12 CHAIR PLOUSIS: What residence? 13 MR. LEVIN: Oh, you mean what residence 14 is it? 15 (Conferring.) 16 MS. FAUNTLEROY: I would just be 17 cautious -- being cautious about having the 18 witness testify. 19 MR. LEVIN: Yes. Yes. 20 MS. FAUNTLEROY: You can give your 21 arguments but -- 22 MR. LEVIN: Do you have your license? I 23 apologize. 24 (Conferring.) 25 MR. LEVIN: As much as I like to think I</p>

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<p style="text-align: right;">218</p> <p>1 ITEM NO. 11 2 can answer every question -- 3 MR. HOLLANDER: Mr. Chairman, if I may? 4 CHAIR PLOUSIS: Yes. 5 MR. HOLLANDER: Information from the 6 Division records on Miss Martinez indicate that 7 her home address on all her application forms 8 and on her tax returns is the Galloway 9 property. That also references the rental 10 property in Atlantic City. 11 And, furthermore, I would just add that 12 Sections 86g and d of the Act exist in the Act 13 to make the conduct of the offenses as 14 disqualifying as the convictions themselves if 15 there is no conviction, and that the 16 revocation, as the Commission well knows, would 17 result in a ten-year bar of holding a casino 18 key employee license. 19 And Miss Martinez was -- her date of 20 arrest was February 1st, and her date of 21 accusation, which is when she would have been 22 fingerprinted, which was when we -- the 23 Division received notification of the charge 24 against her, which is when we began -- we got 25 the information to prepare the Complaint for</p>	<p style="text-align: right;">220</p> <p>1 ITEM NO. 11 2 understand, having read the Act, that the 3 conduct itself, even if someone's acquitted -- 4 well, I don't know about acquitted, but even if 5 it's dismissed -- that the Division can still 6 move under the conduct. We understand that. 7 We're well aware of that. But under the 8 circumstances of this case, having gone through 9 the entire process and made the decision to 10 accept PTI, it appears that instead of 11 litigating the case, her decision to now take 12 PTI is now going to have this negative impact 13 on her. When Bally's worked on her behalf. 14 Bally's accepted her back, and she's presently 15 working. 16 And I'm not sure what -- what actual 17 evidence that the Division has, but I have 18 boxes and boxes of evidence in this case that 19 I've gone back and forth with the Division. So 20 it would be our position they are never going 21 to prove it because it's just not true. 22 But, you know, I'm obviously taking the 23 position because that's my position. But I've 24 come before the Commission before, I've had 25 clients that are guilty, or I've had clients</p>
<p style="text-align: right;">219</p> <p>1 ITEM NO. 11 2 the Commission. 3 MR. LEVIN: Not sure that's accurate. 4 But regardless of that, her Casino Control 5 Commission license which she received in 2014, 6 this one has the Galloway address, and her New 7 Jersey driver's license has the Atlantic City 8 address. Just to answer that question. 9 MR. HOLLANDER: The address listed on 10 her driver's license in her last resubmission 11 application in 2014 has the Galloway address on 12 it. Of her New Jersey driver's license. 13 MR. LEVIN: Which is one of the reasons 14 that when we were dealing with the Division of 15 Criminal Justice -- because it's not that she 16 ever lived in the Galloway property. She has 17 lived in the Galloway property as well. But as 18 far as dealing with the Division of Criminal 19 Justice, there's a lot of paperwork on both 20 sides going back and forth. But I think that 21 everyone -- while they wouldn't dismiss the 22 case, they are very fast to agree to her 23 application to PTI. Which I think speaks 24 volumes, that they would agree to that. 25 And under the circumstances, I</p>	<p style="text-align: right;">221</p> <p>1 ITEM NO. 11 2 where there's situations where they went into 3 PTI because you can be guilty and go into PTI. 4 That's not our position here. Miss Martinez 5 has always taken the position, and this can be 6 confirmed with the Division of Criminal 7 Justice -- that she's one hundred percent 8 innocent, and that she didn't do anything 9 wrong. 10 CHAIR PLOUSIS: Just for clarification, 11 how many units are in this complex or -- 12 MR. LEVIN: In Atlantic City? 13 CHAIR PLOUSIS: Yes. 14 (Conferring.) 15 MR. LEVIN: There's two others, and she 16 lives in one. 17 CHAIR PLOUSIS: Okay. So there's -- 18 MR. LEVIN: Three all together? 19 CHAIR PLOUSIS: -- two rental units, and 20 she lives in one. 21 MR. LEVIN: That's correct. 22 CHAIR PLOUSIS: And her then her thought 23 was it was her primary residence, and she could 24 claim those FEMA benefits? 25 MR. LEVIN: That was the thought</p>

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<p style="text-align: right;">222</p> <p>1 ITEM NO. 11 2 process. And all the paperwork was filled out 3 consistent with that. And, yes. She did file. 4 And she had also lived in Galloway. I 5 mean, there were points she lived in Galloway. 6 She was trying to rent properties and make 7 money. I think that when it came down to when 8 she could get a rental in the Galloway 9 property, she moved back to Atlantic City. 10 CHAIR PLOUSIS: Any questions? 11 MR. LEVIN: That's really what this 12 comes down to. I mean, what this really comes 13 down to, a lot of people think of theft as -- I 14 have a lot of clients, because I do criminal 15 defense work -- that commit thefts in the 16 casinos. You get caught on video. They take a 17 wallet. They -- you know. That's what I do. 18 I'm a criminal defense lawyer. This is not 19 like that. This is a situation where she 20 filled out paperwork in good faith. She signed 21 it. She got the grants. A lot of people got 22 grants because of Sandy. And they determined 23 that they could not verify that that was her 24 primary residence. And they -- and some of her 25 documentation did have a Galloway Township</p>	<p style="text-align: right;">224</p> <p>1 ITEM NO. 11 2 We'll have a conference, see if we can work it 3 out. I'm almost never here because we always 4 try to work it out in a conference. The reason 5 we're here is that if she's suspended, our 6 belief is that because she signed this Last 7 Chance Agreement with Bally's, that Bally's can 8 terminate her, and she'll loss her job after 9 all these years in the casino industry. So 10 that's really the only reason we're here asking 11 that she not be suspended. I don't want to see 12 her lose her job. 13 You know, later, I would assume we're 14 going to -- regardless of the ruling here, 15 we're going to ask for an expedited hearing. 16 We're going to have a conference. And we're 17 going to ask she not be suspended now. Because 18 if she loses her job, ultimately, however it 19 works out, it won't be matter. She won't have 20 a job. She'll have to reapply to some other 21 property. Hopefully, that doesn't happen. 22 And that would be our argument. 23 Thank you. 24 CHAIR PLOUSIS: Any other? No. 25 (No response.)</p>
<p style="text-align: right;">223</p> <p>1 ITEM NO. 11 2 address on it. And what ended up happening 3 was, it raised a red flag. I'm assuming and 4 then we went back and forth. And because we 5 could not prove it, even though a defense in 6 the criminal case should not have to prove 7 anything, we could to the prove it, and we were 8 given the option. And PTI is what she did. 9 CHAIR PLOUSIS: Mr. Hollander? 10 MR. HOLLANDER: Nothing further. 11 MR. LEVIN: I guess the one thing I 12 would add, the last thing I would say, she did 13 sign to go back to Bally's. As soon as she 14 ended PTI, she went back to Bally's. And 15 because they'd extended her 30 days here, 30 16 days there, 30 days again, because she was a 17 valued employee, they wanted her to work back. 18 They had they are signed something called like 19 a Last Chance Agreement or something, which 20 essentially said, if you're suspended again, or 21 you can't work here again, you're going to be 22 terminated. So the reason we're really here -- 23 I think the normal course would be we would 24 say, okay. She -- Miss Martinez is suspended. 25 We'll agree and ask for an expedited hearing.</p>	<p style="text-align: right;">225</p> <p>1 ITEM NO. 11 2 CHAIR PLOUSIS: Okay. 3 MS. FAUNTLEROY: Do you have any 4 questions of -- 5 CHAIR PLOUSIS: No. 6 VICE CHAIR HARRINGTON: No. 7 CHAIR PLOUSIS: Nothing further from our 8 counsel? 9 VICE CHAIR HARRINGTON: Is there any 10 recourse other than... 11 MS. FAUNTLEROY: It's your decision. Up 12 or down on the Division's request for a 13 suspension. As indicated, the revocation 14 proceeding would be a remand. And you 15 certainly have the liberty to expedite that 16 consistent with the scheduling of the PTI and 17 the dismissal applications. But on the 18 suspension request, it's an up or down. 19 CHAIR PLOUSIS: Do we have a motion? 20 I'll make a motion that we grant the 21 Division's application to suspend Carmen 22 Martinez's casino license and remand the matter 23 for a hearing. 24 Is there a second? 25 VICE CHAIR HARRINGTON: Second.</p>

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<p style="text-align: right;">226</p> <p>1 ITEM NO. 11 2 COMMISSIONER COOPER: I'll -- 3 CHAIR PLOUSIS: We have a second. 4 Any further discussion. 5 (No response.) 6 CHAIR PLOUSIS: Hearing none, all in 7 favor? 8 (Ayes.) 9 CHAIR PLOUSIS: Opposed? 10 (No response.) 11 CHAIR PLOUSIS: Ayes have it. 12 VICE CHAIR HARRINGTON: I'm sorry. 13 MS. FAUNTLEROY: In accordance with 14 Resolution 17-12-19-03, the next closed session 15 will be held on Wednesday, June -- 9 or 6? 16 VICE CHAIR HARRINGTON: Six. 17 COMMISSIONER COOPER: June 6th. 18 MS. FAUNTLEROY: June 6th. I'm 19 confused. June 6th at 9:30 a.m. in the 20 Commission offices. 21 CHAIR PLOUSIS: Anything further? 22 MR. HOLLANDER: No. 23 CHAIR PLOUSIS: You guys are free to go. 24 MR. LEVIN: Respectfully, was our 25 expedited hearing request granted?</p>	<p style="text-align: right;">228</p> <p>1 CERTIFICATE 2 3 4 I, DARLENE SILLITOE, a Certified Court 5 Reporter and Notary Public of the State of New Jersey, 6 certify that the foregoing is a true and accurate 7 transcript of the proceedings. 8 I further certify that I am neither 9 attorney, of counsel for, nor related to or employed 10 by any of the parties to the action; further that I am 11 not a relative or employee of any attorney or counsel 12 employed in this case; nor am I financially interested 13 in the action. 14 15 16 17 18 ----- 19 DARLENE SILLITOE, CCR 20 License No 30XI0102300 21 22 Dated: May 14, 2018 23 My Notary Commission Expires 24 December 9, 2019 ID No 50006932 25</p> 
<p style="text-align: right;">227</p> <p>1 2 CHAIR PLOUSIS: Yes. 3 MR. LEVIN: Yes. Thank you. 4 MS. FAUNTLEROY: Time to call for public 5 participation, Mr. Chairman. 6 CHAIR PLOUSIS: This is the public 7 participation portion of the meeting. If there 8 is anyone who wishes to speak, please come 9 forward. 10 (No response.) 11 CHAIR PLOUSIS: Seeing none, the public 12 participation portion is now closed. 13 Is there a motion to adjourn? 14 COMMISSIONER COOPER: I'll make the 15 motion. 16 CHAIR PLOUSIS: I have a motion. 17 Do we have a second? 18 VICE CHAIR HARRINGTON: Second. 19 CHAIR PLOUSIS: All in favor? 20 (Ayes.) 21 CHAIR PLOUSIS: Opposed? 22 (No response.) 23 CHAIR PLOUSIS: None? Ayes have it. 24 (Public Meeting 18-05-09 was adjourned 25 at 3:00 p.m.)</p>	

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